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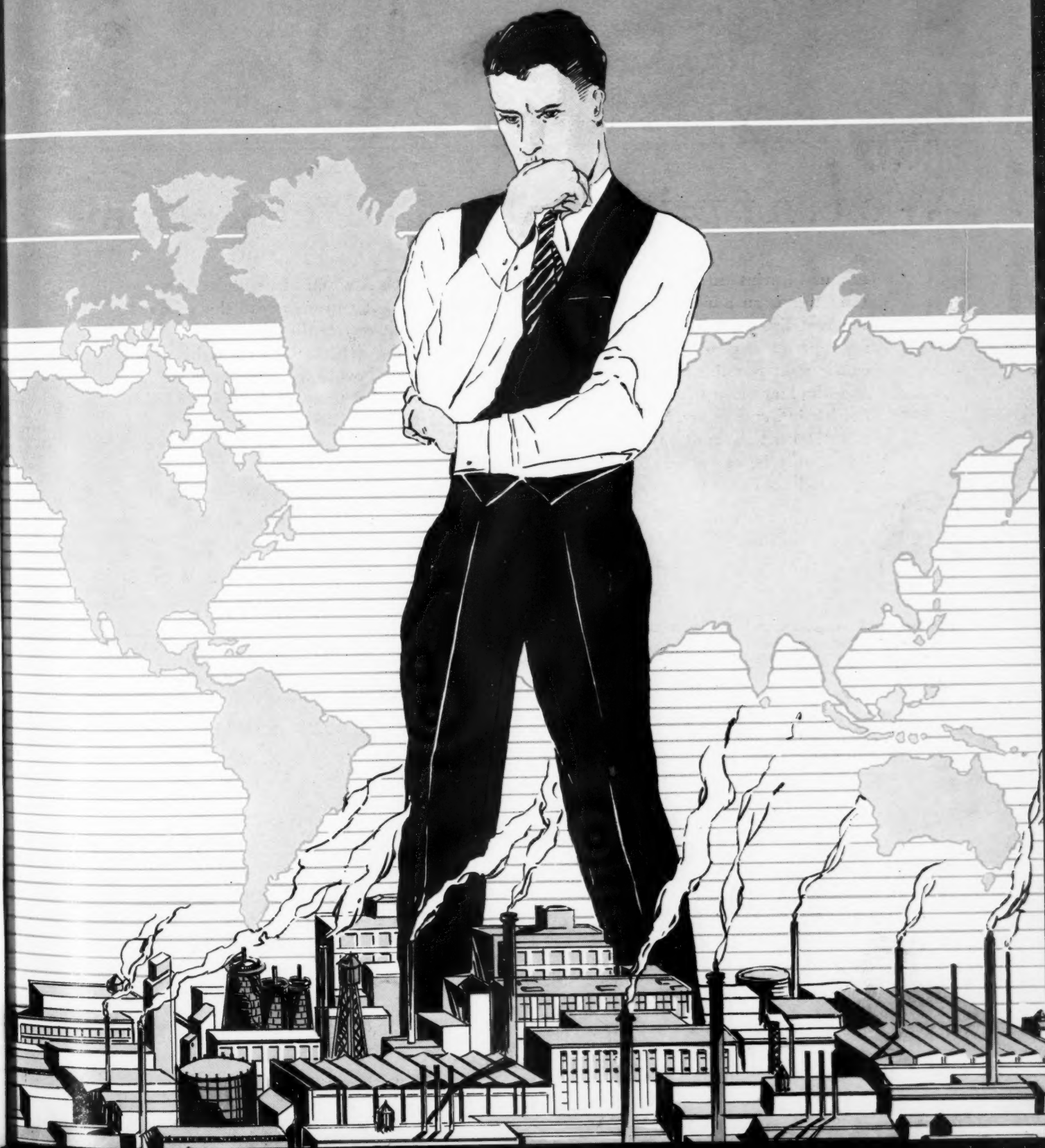
Sales Management

AND ADVERTISERS' WEEKLY

SEP 11 1928

TWENTY CENTS

SEPTEMBER 8, 1928



LIFE'S FRESH AIR FUND

LIFE'S FRESH AIR FUND has been in operation for the past forty-one years. In that time it has expended \$419,278.00 and has given a happy holiday in the country to 51,000 poor city children.

Twenty dollars, approximately, pays for such a holiday for some poor child from the crowded, hot city. Won't you help?

Contributions (which are acknowledged in LIFE about three weeks after their receipt) should be made payable to LIFE'S FRESH AIR FUND, and sent to 598 Madison Avenue, New York.

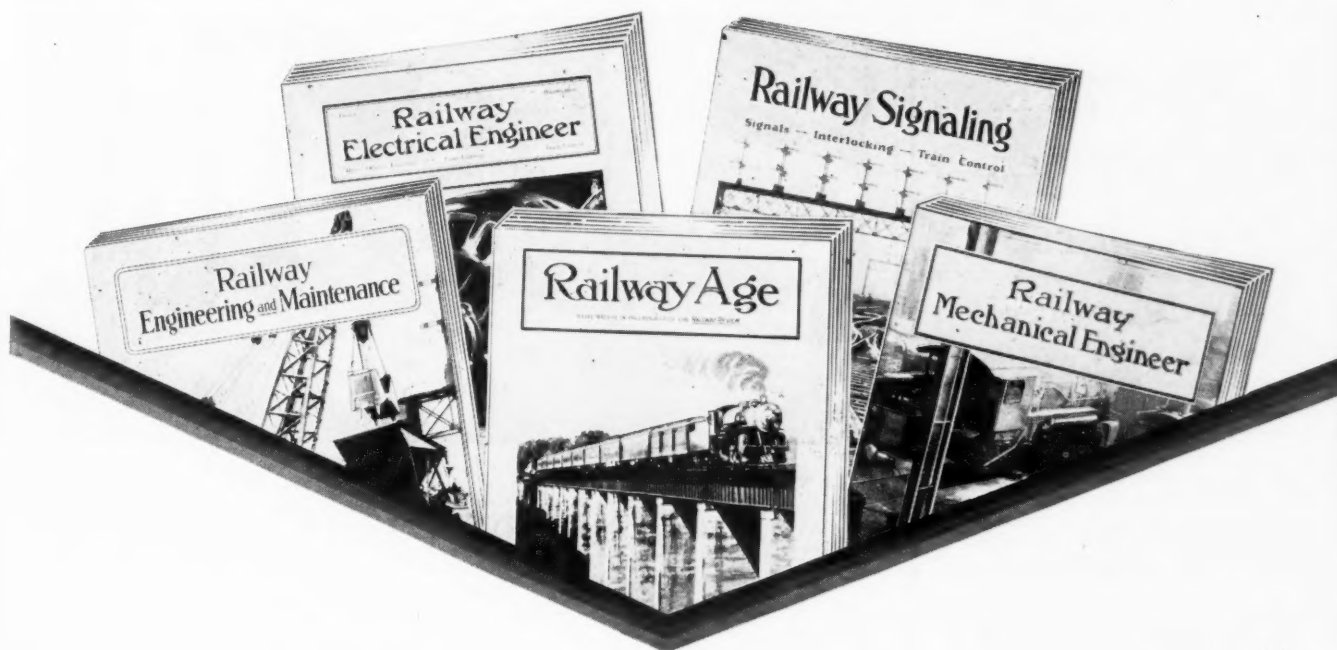
John [redacted], Manila, P. I.....	\$2.50
Anonymous, Albany, N. Y.....	100.00
Anonymous, Scotland.....	.67
[redacted], New York....	2.00
Robert [redacted], Jacksonville, Fla...	25.00
[redacted], El Paso, Tex.....	50.00
[redacted], New Britain, Conn.....	25.00
Anonymous, San Francisco.....	1,200.00
Bernard [redacted], Manila, P. I.	1.00
Rebecca [redacted], Butler, Pa...	10.00
[redacted] Sorority Bridge, Brooklyn	51.25

We can't print our best advertisement—

For us to print the names of contributors to Life's Fresh Air Fund in an advertisement (and this is an advertisement) would be bad form. But if you ever read the acknowledgment list printed weekly in Life, you cannot help but realize that these contributors are representative of the best people. * Not necessarily the richest, the most fashionable, or the most prominent socially, but the people who know how to live, who have money, and who know how to enjoy it. * It is only fair to presume that these contributors to Life's Fresh Air Fund are readers of Life. * They are. * It is only fair to presume that to be contributors they must enjoy the magazine and have confidence in its policies. * They do. * It is only fair to presume that if they have money to give away, they must have money to spend on other things—things which you make or sell. * They have.

LIFE

In Memory of [redacted] Northampton, Mass.....	100.00
[redacted] Worcester, Mass...	15.00
[redacted] Richmond Hill, N. Y.	1.00
"I. H. N.".....	5.00
Memory of Mrs. Josephine [redacted] Nashua, N. H.....	20.00
[redacted] New York.....	20.00
[redacted] Pine Orchard, Conn...	20.00
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[redacted] Chicago.....	20.00
In Memory of my Mother [redacted] N. J.).....	5.00
[redacted] Eckman, W. Va.....	1.00
[redacted] Stamford, Conn.	20.00
[redacted] Detroit.....	60.00
[redacted] Cincinnati.....	20.00
[redacted] Pittsburgh.....	40.00
In Memory of [redacted] July 27th	100.00
B. S. H.....	25.00
[redacted] Wynnewood, Pa.	10.00
[redacted] Washington, D. C.	20.00
In Memory of [redacted].....	5.00
A. C. M.....	50.00
In Memory of [redacted] Her- ington, Kan.....	25.00
[redacted] Atlantic City.....	2.00
[redacted] Manset, Me.....	1.00
[redacted] Manset, Me.....	100.00



Continuous and Properly Directed

CONTINUOUS and properly directed advertising in the steam railway industry can materially aid your railway sales efforts.

And it can be properly directed through the five Simmons-Boardman departmental railway publications that comprise the *Railway Service Unit*—for each one is devoted exclusively to one of the five branches of railway service.

The *Railway Age* reaches railway executives, operating officials, depart-

ment heads and purchasing officers—men who are concerned with capital expenditures, maintenance appropriations and economies in purchasing, and whose knowledge of your product is important to you. The other four publications reach the technical officers—the men who specify and influence the purchases of technical products for use in their respective branches of railway service.

The total net paid circulation of these five departmental railway publications is in excess of 37,700.

Simmons-Boardman Publishing Company, 30 Church Street, New York, N. Y.

"The House of Transportation"

Chicago: 105 West Adams Street

Cleveland: 6007 Euclid Avenue

Washington: 17th & H Streets, N.W.

San Francisco: 215 Market Street

The Railway Service Unit

A. B. C.

A. B. P.

Newark and Northern New Jersey

—an Important and
Integral Part of the
Great Metropolitan
District

—a section each day increasing in
size and potentiality and an area
having the greatest concentration of
population in the entire United
States. This population means

Purchasing Power—

a fact proven by Income Tax Statistics showing approximately 75% of the Income Tax Collections from New Jersey are derived from this section. You may talk directly to this great purchasing power thru its Home Newspaper—the

Newark Evening News

FIRST in
National
Advertising
and
SECOND in
Total Volume
of Advertising

Among ALL the six-day newspapers published in the
United States

Newark Evening News

Always Reaches Home

EUGENE W. FARRELL

Business and Advertising Manager
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.

General Representatives
New York Chicago Detroit
San Francisco



This Issue at a Glance

Dealer Helps

To make better use of dealer helps from the building material manufacturers the Evansville Planing Mill evolved a plan for paying people to fill out a coupon book with names of prospective buyers, who are then circularized with manufacturers' advertising. Page 528.

Direct Mail

Reo Motor Car Company just completed a direct-mail campaign using air mail; 342,000 letters, postage for which cost \$17,500, were dispatched in one day by air mail; other developments in air mail are described in the story on page 533.

Industrial Selling

R. Bigelow Lockwood continues his series on selling to industrial concerns. In the article, which begins on page 530, he describes the imaginary, but none-the-less practicable campaign, of a leather company who found new markets for leather products to take the place of their dwindling harness business.

Personalities

Beginning the story of Charles H. Markham's rise from track laborer to Chairman of the Board of the Illinois Central Railroad. Forrest Crissey, famous business writer, shows how Markham's sales ability and his contribution to railroad advertising methods built good will and gave the Illinois Central new profit-making power. Mr. Markham's methods of training employees, upbuilding morale, reducing damage claims, and handling labor troubles are described in detail in the two-part article entitled, "Markham Never Missed a Chance to Sell," which begins on page 524.

Sales Conventions

The San Antonio Drug Company wanted its salesmen to get the full benefit of a convention of distributors of the Western Company which was held in Chicago. It being out of the question to send all its salesmen to Chicago, the company arranged to send the proceeds of the Chicago meeting over long-distance telephone to San Antonio. By means of a loud speaker in the offices at San Antonio all the salesmen were able to listen in. Full details on page 540.

Sales Cooperation

Realtors in Detroit were hampering each other by cut-throat sales methods until they formed a cooperative group for the purpose of putting all their sales cards on the table. A good example of what happens when competitors stop fighting and begin co-operating is described in this story, which begins on page 527.

Sales Organizations

Results of a survey among a large number of sales organizations show a decided trend towards reduction of territories, addition of salesmen and the use of specialty salesmen to push parts of lines. Average number of salesmen employed has nearly doubled since 1920. If your board of directors wants to cut down your sales force show them the article which begins on page 521.

Traffic Problems

Sales managers will be interested in the new survey of traffic problems being started by the Department of Commerce and described by Waldon Fawcett on page 546.

Sales Management

AND ADVERTISERS' WEEKLY

New York Office:
420 Lexington Ave.
Chicago Office:
333 N. Michigan Ave.

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RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; EUGENE WHITMORE, *Managing Editor*; H. C. NORTH, A. R. HAHN, *Associate Editors*; EUGENE DE LOPATECKI, *Art Editor*; LAWRENCE M. HUGHES, *News Editor*.

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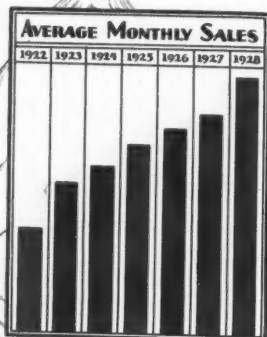
SALES MANAGEMENT, INC.

420 Lexington Avenue, New York, N. Y.

RAYMOND BILL, *President*; PHILIP SALISBURY, J. F. WEINTZ, C. E. LOVEJOY, *Vice-Presidents*; EARL CONSTANTINE, *Treasurer*; T. J. KELLY, *Secretary*; PHILIP SALISBURY, *Director of Advertising*; J. B. KEENEY, *Manager Qualitative Analysis of Media*; M. V. REED, *Eastern Advertising Manager*; R. E. SMALLWOOD, *Circulation Manager*

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Peak Sales

while many concerns groped in the valley

THIS is not the story of a modern advertising or merchandising miracle. It is a story of progress that refused to be checked.

Dun rates this manufacturer AAA-1. His plant is in New York State. His products are of high quality, efficiently manufactured, fairly priced. We "sold" him on national advertising in 1922.

Since then, against the background of his national advertising, we have helped him develop merchandising and advertising methods that carry through to every distributing outlet, and that have broken down the proverbial apathy of distributors and distributors' salesmen.

The above chart shows the result. In spite of intensive competition by lower priced products, progress has become a habit. Last year that habit refused to be broken by "conditions." So far this year the manufacturer's sales are well ahead of the best previous record.

This manufacturer's story is typical of many others shown in our "Book of Results"—a book which you should see if you are interested in increasing your sales. A brief note from you will bring it to your desk.

The GREEN & VAN SANT COMPANY

Merchandising Counsel and Advertising
First National Bank Building
BALTIMORE, MARYLAND



In our "Book of Results" we show some of the sales increases that we have helped to obtain, and some of the methods used to obtain them. Send for it. It may point the way to increased sales for you.



They Say That—

J. C. LILLY has been elected president of the Barnet Leather Company, filling the vacancy caused by the promotion of A. M. BARNET, for many years president of the company, to chairman of the board. Mr. Barnet will be located at the New York offices of the company and Mr. Lilly in Boston.

Mr. Lilly for many years was general manager of the American Hide and Leather Company and for three years its president.

A. STANLEY DOWNING, former treasurer of the American Hide and Leather Company, has been elected treasurer of the Barnet company. E. P. DOUGLAS has been appointed sales manager of the Boston territory. New branch sales offices have been established in Chicago and St. Louis, the former in charge of F. O. WHITE and the latter CLARENCE A. SEILING. The company has just inaugurated a plan for diversifying its products. Instead of making calf leathers exclusively, as in the past, patent leathers and sport elk leathers will be manufactured. They will be made at the company's plant at Little Falls, New York, while japanning will be done at the plant in Woburn, Massachusetts.

STEWART McDONALD has been advanced from president to chairman of the board of the Moon Motor Car Company, St. Louis, and C. W. BURST has become president. Mr. Burst has been successively, superintendent, purchasing agent and general manager of the company. All other officers were reelected.

R. O. AHLENIUS, of Bloomington, Illinois, has been made general manager of the Williams Oil-O-Matic Heating Corporation, a new position.

Mr. Ahlenius will work to coordinate the various departments of the company with the dealer organization. He has been on the board of directors of the Williams company for many years, and was a former president of the Bloomington Chamber of Commerce.

Stockholders of Crown Zellerbach Corporation, meeting at San Francisco recently, completed a plan for reorganization of the company by increasing the number of directors from seven to fourteen. LOUIS BLOCK is chairman of the board of the reorganized company; I. ZELLERBACH, president; M. R. HIGGINS, chairman of the executive committee; E. M. MILLS, executive vice-president; A. B. MARTIN, executive vice-president; J. D. ZELLERBACH, executive vice-president; H. L. ZELLERBACH, vice-president; D. J. GOLDSMITH, secretary; A. VAN DER ZEIP, assistant secretary; S. SONNENBERG, treasurer.

This completes the reorganization work begun with the consolidation, March 30 last, of the Crown-Willamette Paper Company and the Zellerbach Corporation.

HALE HOLDEN, for many years president and chairman of the executive committee, Chicago, Burlington & Quincy Railroad Company, has been elected chairman of the executive committee of the Southern Pacific Company, to succeed HENRY W. DE FOREST. Effective January 1, Mr. de Forest will become chairman of the board, a new position.

A. D. McDONALD, now vice-chairman of the executive committee and head of the Southern Pacific's lines in Texas and Louisiana, will add the general control of the Southern Pacific's steamship lines to his present duties.

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME FIFTEEN, NUMBER TEN

NEW YORK, N. Y., SEPTEMBER 8, 1928

"Can't We Get Along With Fewer Salesmen?"

BY EUGENE WHITMORE

NEARLY two hundred companies, whose sales policies were recently investigated by the editors of this magazine, report that they employ nearly twice as many salesmen today as were employed in 1920. This was one of the most important facts revealed in an investigation which has just been completed. The investigation shows that a large number of concerns all over the country are adding more salesmen, reducing the size of territories, calling on customers more frequently and adopting various other means of keeping in closer touch with them.

The investigation was made by means of a questionnaire mailed to approximately 1,000 companies, in varied lines of business in widely separated communities. The questionnaires were sent to large, small and medium-sized concerns.

Complete answers to the questionnaires were sent in by 184 concerns. Of these only seventeen reported no change in the number of salesmen employed in the last eight years. These were small organizations, most of them purely local operators whose sales forces were small.

Of the 184 who reported, 142 had increased their sales organizations since 1920. At that time these 184 concerns were employing a total of 2,521 salesmen, or an average of 17.75 per company. By 1928 this figure, for the same concerns, had increased to 5,102 salesmen, or an average of 35.9 per company, almost double the number of salesmen in eight years.

Some of the reasons for increasing

When the board of directors begins looking for ways and means to cut down the cost of selling one of the most natural and inevitable questions is, "Can't we get along without so many salesmen." Every sales manager must answer this question sooner or later. Hundreds of sales managers have already answered it—most of them by adding more salesmen, instead of reducing the number. This article shows the trend, and tells why so many companies have been forced to increase the number of salesmen employed.

the size of sales organizations are so interesting and throw so much light on present-day sales conditions that quotations from the letters are worth including in this article.

The sales manager of a well-known knitting mill says, "Up to 1922 the entire production of the mill was sold from three to six months in advance by a very small selling organization. The men worked about half-time—approximately twenty-five weeks a year. As the rapid shifting of styles and colors became the dominating factor in the sale of our line, and merchants began buying only for immediate needs, it became necessary to increase our sales force.

"The buyer of today has an insatiable appetite for something new. We find it absolutely necessary to keep in very much closer touch with buyers, necessitating the reduction of terri-

tories and more frequent calling. In the old days buyers had regular sources of supply, and in practically all instances depended on one major source. After he had bought for the season he was out of the market until next season. But today anything new or different that promises any sale whatever will be purchased in a small way by practically all buyers. We find less consideration for quality each season. Every buyer wants to buy at a price; even the best stores show less consideration for quality each year. All they seem interested in is whether or not it will sell."

The sales manager quoted above employed 17 salesmen in 1920, and now employs 47 men, who travel every month in the year, as compared with the 17 men who formerly traveled 25 weeks a year.

Another sales manager whose com-



Photo by Lazarnick.

Why More Salesmen?

1. calling on same buyers more frequently
2. additions of specialty men
3. greater concentration of large buyers
4. more detail work with retailers
5. expansion of territories

pany increased its sales organization from 45 to 152 men in 1928 agrees that the spread of chain stores may eventually decrease the number of salesmen, but thinks that salesmen will be supplanted by missionary men who contact the branch managers, store managers and clerks in chain store organizations to build good-will for the manufacturer, educate the store managers and clerks in better selling methods, supervise installations of window and store displays and generally take care of the manufacturer's interests. The reason for the large increase in this particular organization was due to splitting the line into two parts, replacing the general line men with a number of specialty men specializing in fewer items.

The 142 concerns who have increased their sales organizations gave the following reasons for the increase: (1) calling on same trade more frequently; (2) opening up additional

territory; (3) addition of specialty men to sell special lines; (4) greater concentration of large buyers, requiring more time; (5) calling direct on retail trade to sell for wholesalers instead of merely selling to wholesalers.

By far the biggest reason for the increase in salesmen was the number of concerns who reported a more thorough coverage of territories. One hundred and forty-one concerns gave this as the major reason for adding salesmen. Only 41 concerns added men to cover more territories, which seems to indicate that the trend in sales work today is not to expand territorially, but to concentrate on smaller areas.

Of course some of the 141 concerns who added salesmen reported small additions to territories, but specifically stated that the major reason for more salesmen was not due to larger territories, but to more frequent calls on the same customers.

Here are some typical additions to sales organizations: 25 men now working territory covered in 1924 by 16 men selling iron and steel; 12 type-writer salesmen now covering sale territory worked by 8 men in 1920; 15 beverage salesmen calling in territory once covered by 6 men; 58 optical lens and instrument salesmen now working territory formerly covered by 20; 21 lubricating oil salesmen working the same territories covered as late as 1925 by 6 men.

A wholesale grocer who employed 66 men in 1920 and 78 in 1928 writes, "There is no question but that mergers and chain stores and buying associations are eliminating some salesmen but, as far as we are concerned, we will use more men than in the past."

Reasons for Reducing

Some interesting facts were found in the answers from the companies who had decreased their sales organizations. One company wrote, requesting that their name be withheld, "We reduced the size of our sales organization from 175 men in 1920 to 25 men in 1928, and converted a net annual loss of 10 per cent into a profit of 12 per cent. This was done by greater concentration on large buyers."

The greatest reason given for decreasing the size of sales organizations was more attention to larger accounts and withdrawing from unprofitable territories. One shoe manufacturer now employs ten salesmen to work the same territory covered in 1920 by nineteen men. This manufacturer writes that they eliminated calls on many small buyers and devoted all their attention to a few large buyers, calling more frequently on the smaller list of more profitable customers.

A flour miller who employed fifty men in 1920 now employs eight men. He writes, "Instead of working one state with four or five men calling on every crossroad dealer, and making resales through the jobber, we have come to a basis where we sell flour to the jobber and the carlot dealer only."

A manufacturer of glass specialties employing fourteen commission men in 1920 now employs six salaried salesmen to call on the large buyers. These six men obtain a much larger volume of business per man than was obtained by the fourteen commission salesmen.

Of the twenty-five companies who reported smaller sales organizations, twelve noted an increase in sales-per-salesman, while six reported decreases. Seven made no report on the average production of salesmen.

Increases in sales of individual salesmen were reported by 127 of the 142 companies whose sales organizations had been augmented. This would tend to indicate that reducing territories and working buyers more frequently has a tendency to increase rather than decrease sales. However, forty reports of increased sales organizations showed that the average production of salesmen had decreased when more men were added.

Salesmen Sell More

One of the most interesting reports came from a manufacturer who employed eighteen men in 1920, and the same number in 1928, but who reports a heavy increase in sales. This manufacturer began national advertising on a large scale about four years ago. In spite of the fact that his prices are considerably lower today than in 1920 he reports a large increase in average production of his salesmen, a larger volume of sales to individual dealers. During the first two years' experience as a national advertiser this manufacturer felt that it was necessary to obtain a much wider distribution for his line, so that consumers influenced by advertising would have less difficulty in finding a retail store where the merchandise was on sale. This policy brought a temporary increase in sales, but after two years it was discovered that the better dealers, controlling by far the greatest volume, were beginning to lose interest in the line.

When this tendency was noted an immediate investigation was started, the manufacturer sending out unbiased and trained investigators to locate the difficulty. In a careful survey of dealers in a number of cities it was found that the larger dealers felt that the line had been cheapened by its wider distribution. Small, unimportant dealers in out-of-the-way locations, were featuring the line, cutting prices and using it as a leader to attract trade. In many instances the smaller dealers were making heavy inroads into the sales of the larger dealers. The result was that the larger dealers quickly found other lines, put the advertised product in obscure locations, refused to give it window display space and pushed the unadvertised competitive lines which were not handled by the smaller dealers.

While sales held up and showed healthy increases it was decided to pay less attention to distribution and more attention to the larger dealers whose business was gradually being lost. The first year that this policy was carried out sales showed a substantial gain, the bigger dealers re-



New Tacks in Sales Maps

Out of 184 concerns who contributed to this investigation 142 had increased the size of their sales organizations in recent years. The 142 companies had an average of 17.75 salesmen per company in 1920, as compared with 35.9 salesmen per company in 1928.

newed their interest in the line, and profits increased because of the few but larger shipments, less credit trouble, and more aggressive sales work on the part of better and more substantial dealers. The number of salesmen was increased, not for the purpose of making calls on more dealers, but for more frequent calls on the larger dealers.

Enough of the questionnaires carried the information that the working of small towns was being abandoned, or turned over to wholesalers to indicate that there is a slight trend in this direction. Twenty-four concerns stated that small-town sales were proving more and more costly, and less and less profitable. These concerns have permitted their men to skip the smaller towns and spend more time in the larger places. While this policy could not be described as general, it shows how carefully the average sales manager is counting his sales costs today and making an intelligent effort to go after only profitable business.

Here and there on various answers we found such notations as, "We are no longer fighting for wide distribution but are working the better class of dealers more thoroughly, depending on bigger sales among these dealers instead of complete distribution, taking in all the little neighborhood stores, where the cost of selling outweighs the profits on sales."

There were just enough such comments to indicate the direction the wind is blowing. Sales managers who once left it to their men to decide how often to call are now checking route sheets and reports more carefully, endeavoring to eliminate unproductive calls, to give better service to quantity buyers and keep the goods moving.

Reports from companies whose products are sold direct to the final "consumer," such as life insurance, services, machinery and industrial supplies all show trends similar to the trends in sales organizations selling products for resale. One life insur-

(Continued on page 553)



"One day an official car stopped at the Deming, New Mexico, station when the future president of the Illinois Central system was sweeping the platform."

Markham Never Missed A Chance To Sell

BY FORREST CRISSEY

visible supply of sales resistance to overcome.

Today it would be difficult to find a situation in more violent and complete reverse from its old traditions than that presented by public attitude toward this road. Its vast liability of public ill-will has been dissolved by the alchemy of salesmanship and transformed into a loyalty all along the line which writes its record in dividend checks.

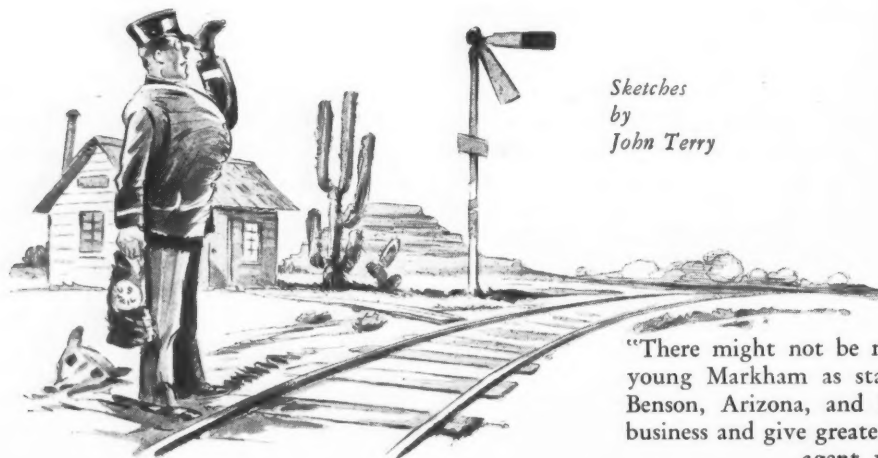
The ancient quarrel of this transportation system with the city of Chicago over riparian rights has been so conclusively settled that it is well-nigh forgotten; the extensive suburban service of this road has been electrified and made an outstanding model of efficiency. Damage suits in Mississippi, at the other end of the line, have been reduced to a minimum. In a word, the reputation of this railway company for good citizenship is now outstanding. This almost miraculous change of public sentiment is fundamentally due to the keen sales perception of Charles H. Markham. This statement will not, I think, be challenged by any person familiar with the situation over a considerable period of years. It was a good-will selling job from start to finish.

First, he had to sell the shareholders and the directors of the road on his modern policies and *keep them sold*, so that they would stand squarely and firmly behind him and help him sell the employees and the public on the new attitude of the system. The position of the road, when it passed under his management, was not wholly unlike that of a rather conspicuous

ABOUT the biggest and toughest job of "good-will" salesmanship within my knowledge ever placed upon the shoulders of a new corporation chief was tackled by Charles H. Markham, when in January, 1911, he accepted the presidency of the Illinois Central System, of which he is now chairman of the board. That system then had a heritage of public ill-will of amazing richness. Newspapers and civic bodies in Chicago and along the length of the line fed the flames of public hostility to this road industriously, and politicians eagerly capitalized this pub-

lic sentiment against the corporation, which was pictured as an insatiable aggressor against public rights. A warfare of litigation against this corporation—notably in Mississippi, its chief Southern state—waged year after year.

Regardless of the merits of the issues involved in that prolonged conflict, it is safe to say that perhaps no other railroad in America could list a heavier liability of public animosity than the Illinois Central. It looked to Mr. Markham's friends, when he took hold of this big selling job, as if he had a monopoly of the entire



Sketches
by
John Terry

"There might not be much around his station but cactus, yet young Markham as station agent at Lordsburg, New Mexico, Benson, Arizona, and Reno, Nevada, seemed to dig up more business and give greater satisfaction to the community than any agent who had preceded him."

Ideas for reducing returned goods and damage claims, selling new plans to the board of directors, helping salesmen build good will, winning the whole-hearted cooperation of all departments, building closer and friendlier relationships with dealers, distributors and the public—just a few of the helpful features of this story of Charles H. Markham who rose from section hand to chairman of the board of a great railroad

sinner, out on the line, who attended camp meeting, "got religion" and desired to join the church.

"Yes," said the pastor, "we'll welcome you into the church, but you know you've got a lot to live down. We'll take you on probation first, and, after you've given steady and substantial proof that you're a changed man, we'll receive you into full fellowship. Probably it will be a lot harder for you to sell your conversion to your neighbors and this community than to the elders of the church!"

How this heroic task of good-will salesmanship was accomplished is something of an epic. It cannot be appreciated without at least a little understanding of the background of Charles H. Markham's experience. He was born in Tennessee, but went with his parents to Addison, a little town in Steuben County, New York, when he was ten. In his fourteenth year he said good-bye to school and struck out to take care of himself. His first job was on the Santa Fe as a section hand, near Dodge City, Kansas. In the spring of '81, at a junction of the Santa Fe and the Southern Pacific roads, he met a man whom he had known as the local telegraph operator in Addison.

"I'm station agent for the Southern Pacific at Deming, New Mexico, now," said this "back home" acquaintance. "I could use you around the station there. Better job than track work—more future to it."

"I'll take it," instantly responded the boy. "You know I always did like to hang 'round the Addison station when I was there."

His first work there was shoveling coal, but a month later found him in the freight office doing whatever needed to be done—and doing it well, too.



Charles H. Markham, master of "good-will" salesmanship, who has turned the hostility of employees and public into cooperation as president of the Illinois Central system.



Perhaps no other railroad in America could list a heavier liability of public animosity than the Illinois Central when Mr. Markham accepted the call to its presidency.

As the station agent expressed it: "That boy uses his head." His apprenticeship here lasted six years. One day an official car stopped when young Markham was sweeping the station platform. The thoroughness with which he performed this humble task caught the eye of a certain member of the official party who made inquiries about him. Later the pains-taking wielder of the broom was appointed station agent at the little town of Lordsburg, New Mexico.

Here, again, he used his head as thoroughly as he did his broom. One day a shipper had a car of wine casks to load. The work was begun in the traditional manner when suddenly the young station agent exclaimed: "That's not the way to do it." Then, by double-decking the car, he stowed the freight in such a manner that it doubled the loading capacity of the car—a feat which, apparently had never been done before, for it attracted the attention of a freight officer and was put into general practice over the entire road.



To reduce the loss-and-damage claims of shippers, Mr. Markham established schools and classes in freight handling. Later motion pictures were also used and proved to be most successful.

He didn't remain long at Lordsburg because he seemed to dig up more business there and give greater satisfaction to the community than any agent who had preceded him. His next promotion was to Benson, Arizona. From there he was transferred to Reno, Nevada, one of the more important stations on the line. Here he repeated his previous performance, digging up freight and passenger business from unexpected sources and taking it away from competitors. In the words of one of his superiors:

Rated a Go-Getter

"That boy is sure a go-getter. He seems to have the idea that this is the best road crossing the Great American Desert—and it would be if all who work for it were like him! Also he has the faculty of nesting right down into any community and making the folks there feel about the road the way he does."

As a result of making this impression upon his immediate superiors, he was soon promoted to Fresno, as station agent and district passenger and freight agent, in the heart of the raisin region of California. Here he earned the name of "Longhaul" Markham by getting the lion's share of through shipments to the Atlantic seaboard.

"Salesmanship," observes Mr. Markham, "that doesn't keep a close eye

on its percentages is not real salesmanship." At that time the road which he represented owned the Morgan Steamship line running between New Orleans and New York, one which gave the road about 100 per cent of the haul; rail shipments by the way of Ogden returned 50 per cent, El Paso 52 per cent and Mojave 18 per cent. It was not long before his competitors yielded him something like a monopoly on carload shipments to the East and put up a fight only for the short haul and less-than-carload business. At Fresno he made a reputation for salesmanship that commanded more than local attention, and his advancement was rapid—first to Portland, in 1897, as general passenger and freight agent of the Oregon Lines; to San Francisco, in 1901, as assistant freight traffic manager of the Southern Pacific; at Houston, Texas, as vice-president of the Houston & Texas Central Railway and other Hariman lines from 1901 to 1904; April 1, 1904, he was made vice-president and general manager of the Southern Pacific Company, at San Francisco.

Then, for six years, he switched to the oil business as general manager of the Guffey Petroleum Company of Beaumont, Texas, and, later, as president of the Gulf Refining Company and the Gulf Pipe Line Company. He was successful in these commercial positions, but his heart, as he freely confesses, was "with the railroad work." In 1910 he was summoned back to

railroading by being elected president of the Illinois Central Railroad Company, effective in January, 1911. For reasons already indicated, it took a stout heart to accept that call—but let the worst be told in Mr. Markham's own words:

"I realized that the woods were full of serious problems of long standing and that the road did not, to put it mildly, enjoy a friendly public sentiment. But I came to its presidency as an utter stranger with an open mind. That made for a good fair start toward selling the road to the public all along the line. There seemed, however, to be a general conspiracy of men and nature to make my first two years of my job about as hard as it could possibly be. I had hardly taken hold of the task when 12,000 of our men went out on a strike. That certainly complicated the work of selling the road and its service to both the employees and the public. A family fight is not the best kind of a start for building domestic peace or a reputation for good team work. In some departments we didn't have a man on the job. And close upon the heels of this prolonged and bitter strike came disastrous floods in much of our territory, which shot our income badly.

Hard Job of Selling

"These conditions certainly were not calculated to make contented directors and shareholders. To sell them on a policy of liberal road improvements, improved service and general progress with a stubborn and costly strike to settle and with income greatly reduced by floods was, I admit, not a cheering start. But even in the darkest days of 1911, when things were at their worst, I didn't give up my confidence that I could win the employees to a new loyalty to the road and, with their hearty support, convince the public that the road would go the limit in working with them for the public good. Ever since then I've had a lot of sympathy for the cheer-leader who is hard pushed to put hope and pep into a losing team.

"I did not put the men who had gone out on strike on notice that they would not be taken back. Instead they were told that to the extent additional men were needed they would be given employment, the definite exception being men who had committed acts of violence. On the other hand, it was made plain that we would not discharge any men who had come to us in the strike emergency for the purpose of giving their places to returning men. The pension rights of strikers taken back on the payroll were

(Continued on page 554)



A group of Detroit Real Estate Board brokers inspect the new Union Trust Building

How Detroit Realtors Ended Cut-Throat Selling

SALES totaling over \$5,000,000, few if any of which would have been possible just a few years ago, were made last year as a direct result of the cooperation of real estate brokers in Detroit through the medium of the brokers' division of the Detroit Real Estate Board, and this was but one of the notable achievements of the division.

Before this cooperative plan was introduced, some four years ago, the usual competitive conditions in the line existed among Detroit real estate brokers. The brokers did not know one another and did not care to know one another. Jealousy and suspicion were a part of the business. The other fellow was always a rascal, seeking every opportunity to gain some unfair advantage over his competitors. The only code of ethics observed was that which could not escape the penalties of the law. To beat a fellow broker to a deal, to get his clients

away from him, and to slip over a fast one at every opportunity were considered clever business practices.

Today visiting real estate men from other large cities literally gasp in amazement at what they are sometimes privileged to see and hear at one of the weekly meetings of this Detroit real estate brokers' division. One member after another gets right up in open meeting and gives the intimate details of sales he has made. Then come "offerings," when the members get up and tell exactly what they have to sell, where it is located, and all about it. Next are "requests," and brokers openly report that they have clients who want such and such kinds of property. For the time being, the principle is very similar to that of the stock exchange, where brokers quote bid and ask prices of securities, although the realtors don't all shout at once, as the stock exchange members do.

There is a very great difference between real estate and securities, too, not the least of which is the difficulty of determining the value of a given piece of real estate. Every share of common stock of a corporation is worth exactly the same as every other share of the same issue, but every parcel of real estate has a different value, and such values are determined by numerous factors, some of which are abstract.

To this condition is due one of the most helpful features of the frank cooperation of the realtors. Probably the best way to determine the market value of a given parcel of real estate is to find out the price brought by an adjoining or nearby piece in a recent sale. Heretofore, though, such information was jealously guarded by brokers and principals and often was not obtainable from any source. The property was sold "for one dollar and

(Continued on page 548)

Here's A Plan That Makes Helps Really Pay

BY HERBERT

POST CARD COUPON

\$5 **\$5**

Date _____ 192__

I believe that the following party:

(Prospect's Name) _____

(Prospect's Address) _____

is a good prospect for

I understand that I will receive a credit of \$5.00 if you sell this party a _____ within 90 days from date hereof.

My Name _____

Address _____

EVANSVILLE

We Will Pay Commission On:

Lot
House
Garage
Oil Burners
Roof for House
House Repainted
Sunbeam Heaters
Sunbeam Furnaces
Electric Refrigerators

WHAT do you folks do with the advertising literature the manufacturers send you?" the writer asked William Johann, vice president of the Evansville Planing Mill Company of Evansville, Indiana, by way of introduction.

"We use every bit of it, and send for more," he replied with emphasis. "For it all enters into our scheme of creating business. Here, perhaps, is one of our more effective methods of using it—a little coupon book which we are distributing to our customers and prospects.

"This book, as you see, contains five post card coupons, each of which is worth \$5.00 to the person who furnishes us the names of prospects for certain lines of merchandise whom we sell. In reality, this method puts a large number of people on our payroll on a commission basis. We pay half of the commission, and the salesman who makes the sale the other half.

"Our coupon book contains five post card coupons, each of which is worth \$5.00 to the person who furnishes us the names of prospects whom we sell. This method puts a large number of people on our payroll on a commission basis."

"Just as soon as we get a coupon through the mails, giving the name of a prospect interested in a certain line, we send that prospect an attractive assortment of folders furnished us by our manufacturers. This assortment not only includes literature descriptive of the item in which we hear the prospect is interested, but other popular items as well. For we work on the assumption that a prospect can very often be made interested in something else if that something else is properly brought to his attention, or he is simply reminded of it.

"Accompanying the literature is a return government post card which makes it easy for the prospect to signify his interest. The return of this card helps our salesmen to plan their calls with the proper ammunition.

"We are now receiving on an average of eight to ten prospect cards a day, and are sending out that many packages of literature. This number of cards is showing a constant increase and we anticipate that within the next

month or so, or when building starts up again, we will receive on an average of fifteen to twenty cards a day.

"When the literature is sent we give the prospect ample time to reply. If no reply is forthcoming our salesmen call anyway. They have the advantage of being able to name the source of information that a person is a prospect, for the prospect card shows the name and address of the informant. This very often has a psychological effect and makes it easier for the salesman to gain the confidence of the prospect.

"How effective has this simple little plan been? Well, only last week we sold a \$1,400 order as a result of it. Yesterday we obtained a lead which will, if we can interest the prospect, result in the sale of materials for a \$12,000 home.

"A few days ago a woman came in and ordered a new roof although the information we received told us that she was interested in relining one of her rooms with plaster wallboard. The roofing literature that we sent along with the wallboard folder attracted her. She plans to order the wallboard later for her entire house, and not for just one room as she first intended.

"The plan has many other advantages. One is that people who send us the names of prospects very often turn personal salesmen, and their word carries a great deal of weight. Perhaps the most important other advantage is that it furnishes our salesmen with real, worth-while leads.

"It is interesting to know that several of our customers are now on their second and third books of coupons. Our records show that we have paid out only a very few hundred dollars for many hundred dollars of business. A \$5.00 commission for, say, a \$100 order is small and that commission for much larger orders, as most of our orders are, is hardly noticeable."

The coupon book is a simple little business-getter after all. While I was waiting to see Mr. Johann a woman came into the office with three coupons.

"May I please use your phone a

Dealer

C. HALL

One woman came into the office with three coupons and personally solicited her prospects by phone.

minute?" she asked of the reception girl. She then proceeded to call up her prospects and acquaint them with the fact that she was turning their names in to the Evansville Planing Mill Company and that she wanted them to be sure to order their building material requirements there.

But the coupon book plan is only one of many that the Evansville Planing Mill Company has successfully introduced. It has recently framed a "Deed of Quality" of its own, which is in reality a guarantee of the perfection of the materials the company sells.

"And why shouldn't we have such a certificate?" Mr. Johann inquired. "The purchaser of a watch gets one. So does the purchaser of an automobile. And so on.

"We have found that our deed has inspired the confidence of prospects to place their business with us. It has broken down sales resistance.

"You may say that our deed is good advertising. It is, and, more than that, it acquaints those who receive it with the material we sell for building construction as well as the use of that material. For example, under the heading of Insulation we have:—

"All exterior and ceiling walls are insulated with the Patent Masonite Insulating Laths to insure cooler rooms in the summer as well as a saving of one-third of the fuel in the winter."

"We use newspaper advertising extensively. Long experience has taught us that one or two ads are not sufficient and do not even make an impression. Consistent advertising is absolutely

necessary if best paying results are desired.

"Take the advertising of our deed: we can trace any amount of favorable talk which it has created, and considerable of this talk has resulted in sales. I know, because I have interviewed people who have come into the office, or have called on the phone, as a result of our ads. Our salesmen have also reported cases of sales made easier as a result of resistance being reduced by our newspaper advertising."

Not so many years ago the company conceived the idea of showing the various lines it handles in actual construction. It reasoned that building materials did not lend themselves to usual displays—that at their best they were crude and homely, and it took a most vivid imagination to portray the part they play in a well-constructed, attractive home. So it had built, facing its offices, a model home, sort of on the "House that Jack Built" order. The various materials the com-

pany handles were used. Part of the house, for example, was of stucco. Another part of stained shingles. Still another of clapboards. A fourth of brick.

Parts were left unfinished to show the wall and insulation construction, the wiring, etc. Displays of heating plants were placed in the cellar.

When the house was finished a well-planned newspaper and direct-mail campaign acquainted the residents of Evansville and surrounding country with it. According to Mr. Johann, people flocked to see it. In one week more than ten thousand persons passed through its doors.

A visitors' record was kept and from the names and addresses of the people who registered an invaluable mailing list was built. To this list was sent a steady stream of literature.

So ends the story of a merchant who sympathizes with the manufacturer—who is alert to create business on his own initiative—and who is ever increasing his sales volume.



Campaigns to be Launched in Industrial Markets

Selling Luggage to Industry

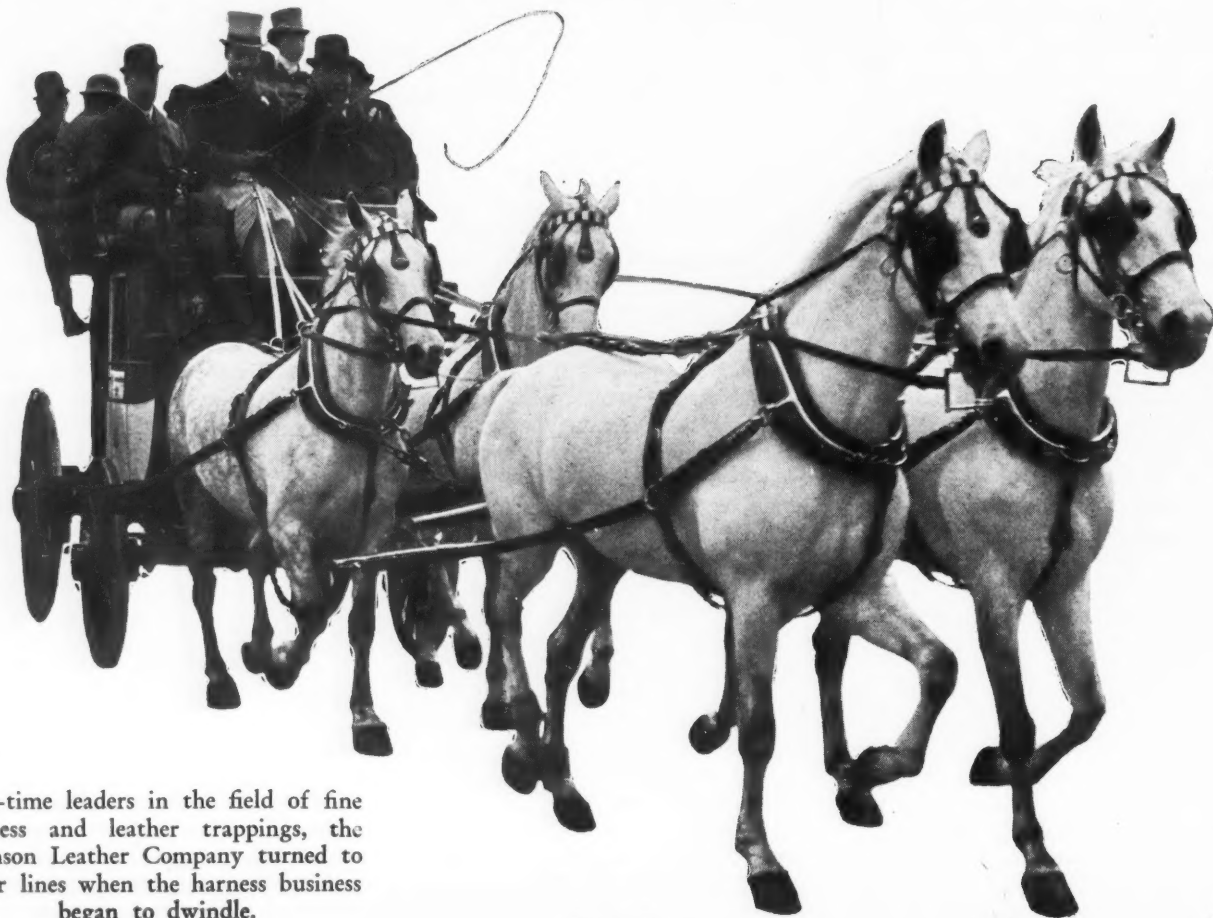
HIRAM BRONSON, founder of the Bronson Leather Company, started in a modest way to make certain leather articles as a sideline to his harness business. Long before the days of the first automobile, Bronson harness was considered the last word in harness making. Careful selection of the finest hides, coupled with a thorough knowledge of tanning and painstaking care used in manufacture, established a reputation that gradually expanded the business from a comfortable local trade to zones which every year became wider. The prancing steeds that drew the private stage coaches of certain wealthy members of the "Four Hundred" wore Bronson harness as a matter of course, their own sleek hides matching the gloss of their leather

All of the companies mentioned in this series of articles are imaginary concerns. Their "experiences" in developing a market among industrial prospects are, however, based on a careful investigation of actual facts in each particular line of products discussed. These articles are meant to suggest to sales executives the correct method of approach to the problem of breaking into the industrial field.

trappings. Hundreds of horseback riders knew the "feel" of Bronson reins and the comforting security of Bronson saddles. Their fame spread to distant points, and the little har-

ness plant in central New Jersey was forced to build an addition to take care of the growing business.

Old Hiram Bronson, wise but cautious, began to fashion other things



One-time leaders in the field of fine harness and leather trappings, the Bronson Leather Company turned to other lines when the harness business began to dwindle.

BY
R. BIGELOW
LOCKWOOD



When sales managers requested the privilege of examining a sample bag, Bronson salesmen delivered the sample in person and followed up the prospect through personal contact.

from leather; first to satisfy a local demand and later to take care of distant orders as the news spread. In addition to harness making, it was a simple matter to make wallets and now and then a bag. This "accessory business" was growing steadily at the time Hiram was gathered to his fathers, and the conduct of the establishment was left to his son.

Under the leadership of John Ewing Bronson, greater attention was given to what Hiram always considered a sideline. For one thing, automobiles began to force the faithful horse from the highways, and with the departure of this domestic animal went the stage coach. Famous whips tried the new "gas buggies"—and liked them. Horseback riding was being rapidly replaced by motoring and the handwriting on the wall was plain to read.

Fortunately the reputation of the company was a valuable legacy and the second generation read the message. New activities were started to build up a general line of popular

leather goods, with luggage as the mainstay. Bronson brief cases were introduced and distribution spread. A certain percentage of earnings each year were turned back regularly into advertising, and each year this quota grew. The old plant soon became inadequate and was replaced by a modern steel and concrete structure erected on an adjoining site. Dealers and agents throughout the country handled the Bronson line of leather goods and the company began to operate a number of branch stores of its own in various cities. Bronson quality was never allowed to relax and by the time Dick Bronson graduated from college the business had taken on a national character.

Dick was a chip of the old block and was drawn into the organization to understudy his father. For the first few years his job could scarcely be called a white-collar one. In the factory he breathed the acrid smell of the tannery. He learned the ins-and-outs of leather and how it was transformed into the many articles that

bore the now famous Bronson trademark. Later, on the road, he studied how the finished products were sold and had the opportunity to sense the reactions of buyers toward them. When the time came when he stepped in as sales manager, he possessed a thorough grasp of the business.

If anything, Dick Bronson was progressive and alert to all clues that promised an extended market. Cautious, like his grandfather, he had the quality of going after a thing hard once he became convinced that the plan was feasible. Thus, it took him some time to see the wisdom of cultivating the industrial market, but when the idea did take root he rode it hard.

It was his road experience that first gave him the clue. In Pullmans, at hotels and conventions, he was naturally thrown in contact with traveling men, and being in the leather goods business himself, he instinctively noticed things. Bags, of course, were predominant, but a large percentage of men also carried brief cases in

which were contained catalogues and other sales data used by them when making calls. These travelers were by no means restricted to specialty house salesmen in such lines as the fashion trade. A large percentage of them represented industry and were drawn from industrial equipment fields: engineers, representatives of machine tool builders, stoker manufacturers, gear-cutting concerns, makers of mining machinery and material handling equipment, oil companies, the many process industries, plate glass manufacturers, men from the electrical industry, builders of baking equipment, contractors, food products salesmen, electric railway men, motor bus representatives and a thousand and one other varied lines linked with the great industrial market.

Traveling Industrial Scouts

To and fro these industrial advance scouts traveled, catching trains, calling on prospects and attending conventions in order that the wheels of industry might be kept turning to capacity. And traveling bags and brief cases formed a necessary part of their equipment. Often it was the well-stocked brief case that helped close an order.

It was in his own office that Dick Bronson began to turn all this over in his mind and study how such a situation might be capitalized. True enough, the majority of these industrial representatives bought their own luggage and probably noticed, at various times, the general advertising being run by the Bronson Leather Company. But was that sufficient? Was there not some more direct way, perhaps, to reach these men on their own home ground with a specialized appeal that would come to them through the industries they represented?

These were the questions which drove young Bronson to a close study of the industrial market and ultimately, after they were answered, induced his company to take a radical step in a new direction.

Picking a list of over a thousand representative industrial concerns from varying branches of the industrial structure, a questionnaire letter was compiled and mailed with an enclosed stamped envelope. This letter asked quite frankly the number of salesmen employed by each concern and the number who traveled. It also asked the number of company executives and department heads who were called upon at various times to take trips and requested approximate information regarding the number of such trips made each year.

The result was surprising. From the goodly percentage of answers returned the company visualized an immense army of men criss-crossing back and forth across the country, ever on the alert to keep the factory busy with orders. And every man was a prospect for Bronson luggage. Multiplying the replies received by the total number of worth-while industrial companies, the picture grew to a stupendous proportion. True, the figure could not be checked accurately as methods of distribution govern the organization of a sales force, but it was obvious that the number of prospects could be rated high. Ranging all the way from several salesmen to several thousand, assigned to each concern, industry presented a worth-while market.

One of the first things done in preparation was to give a special name to certain selected types of Bronson bags and brief cases in order to link them closer to the field. Moreover, certain refinements were made in the design of these brief cases calculated to appeal to industrial traveling men. The leather was reinforced in places to insure long life under rough treatment. The size of compartments were studied and, in one model, a small flat drawer was built in to receive samples of small parts. Another little pocket, closed by a flap and snap catch, was added to receive hotel keys or articles of a personal nature. The result was a sturdy line of brief cases designed especially for the industrial representative and built around his requirements. "Bronson Industrial Luggage" was the general name selected and it was decided to call the brief cases "Bronson Industrial Brief Cases."

Three Lines of Approach

To reach prospects with the message the company adopted several lines of approach. In the picture, as Dick Bronson saw it, were three main factors or doors through which to enter. The factors were as follows:

1. A direct appeal to the salesman.
2. Through the sales manager.
3. Through the executive heads of industrial companies.

How these doors were opened was carefully worked out along lines of a triple attack.

Naturally a publication such as SALES MANAGEMENT was chosen to reach the sales managers, as investigation showed that a paper of this character had a worth-while penetration into the ranks of sales managers in industry.

Here the advertising appeal stressed the advantages of Bronson industrial luggage and pointed out to the sales

manager the advantage of equipping his sales force with brief cases designed especially for their use. Exclusive features of design were described and their influence in saving time, keeping catalogues and other data fresh and in good condition, etc. The copy also featured a special price club offer for units purchased in quantity.

Moreover, the radical step was taken of offering to ship the sales manager a sample brief case for his inspection upon request made on his company letter-head or through the use of a coupon which requested data concerning the number of salesmen employed in the field. No obligation was attached to this offer. The copy also offered to send the sales manager a sufficient quantity of illustrated circulars describing the complete line of Bronson industrial luggage to place in the hands of his men. Care was taken to make the sales manager feel that he "held the bag" and that the Bronson company desired to work through him.

Dealers See Prospects

In the meantime, dealers and agents who were handling Bronson luggage throughout the country were acquainted with the new industrial movement and were supplied with samples of each unit in the line. As requests from sales managers came in for sample inspection brief cases, the unit was shipped direct from the factory to the dealer nearest the prospect. It was the Bronson agent who then personally presented the sample to the sales manager and followed up the order, and such dealers were made to report progress.

It was part of the work of the dealer, if possible, to secure the names of salesmen and report these names to the main office, where they were added to the mailing list and followed up with letters and direct mail matter.

Industrial publications filled an important place in the program and were made to carry definite responsibility. The message here was based on reminding industrial company executives that their salesmen were working tools who kept the wheels turning to fill orders. Realizing that industry at large gauges its measure of things by production, efficiency, performance and economy, the copy appeal was built around these points. It was pointed out, for example, that it was equally important to equip a salesman with the necessary attributes to render him most efficient as it was to equip the plant and machinery with the latest labor-saving devices. Just as a lathe

(Continued on page 558)



Reduced Rates Boom Air Mailings

BY D. G. BAIRD

342,000 letters in one air mail shipment that cost \$17,500 in postage! This is what the Reo Motor Car Company paid for a recent direct mailing announcing a new model "Flying Cloud." Other examples of the fast growing use of the air mail by advertisers are also related in this timely article.

WHAT is said to have been the "world's largest air mail shipment" was dispatched from Lansing, Michigan, August 21, by the Reo Motor Car Company of that city, when it posted 342,000 letters to as many individual prospects throughout the country as the first shot of a five-piece direct-mail advertising campaign introducing the new model Reo "Flying Cloud" passenger car.

Seventeen airplanes were required to transport the shipment, which weighed approximately ten tons, from Lansing to Chicago where it was sorted and sent on its way over the various air mail routes to all sections of the country.

The postage cost \$17,500 under the reduced rates which recently became

effective; under the former rates, the cost would have been prohibitive.

The mailing consisted of a two-page letter and a piece of printed cardboard enclosed in a No. 10 envelope, decorated with a red, white and blue border and a sketch of an airplane at the lower left end beneath the words, "Air Mail."

The message on the piece of cardboard, printed in red, informed the addressee that: "This letter is a part of the world's largest air mail shipment. This is being sent to you by the Reo Motor Car Company, Lansing, Mich." This card probably has considerable advertising value, as it will undoubtedly be preserved and exhibited to others by many of those who received it, but as a matter of fact, the deliberate purpose of enclosing

A fleet of seventeen airplanes was required to transport the Reo Motor Car Company's shipment of 342,000 sales letters, announcing the new "Flying Cloud" car, from Lansing, Michigan, to Chicago, the first leg of the journey of this "world's largest air mail shipment."

the card was to bring the weight of the letter up to one ounce for the benefit of the air transport companies that handled the shipment. The Thompson Aeronautical Corporation, which transported the entire shipment from Lansing to Chicago, was put to particular trouble and expense in providing the necessary numbers of extra planes to handle the record load and as the air mail carriers are paid by the weight of the mail they carry, it was considered only fair to give them as much weight as permissible without actually increasing the postage. Stinson-Detroiter planes exclusively were used on the first leg of the journey.

The letter was filled in with the prospect's complete name and address and carried a facsimile signature of C. E. Eldridge, assistant sales manager; a task that kept 250 girls hus-

(Continued on page 538)



The most Beautiful Clothes in the World are kept like new with Lux

How is experience that will help you to keep that beautiful new look in all your new things—so much longer?

The great modern picture studios of Hollywood, the glowing New York musical shows with the most dignified of lovely clothes—these have to know—they do not pass—the best way to clean them.

And they have proved by actual tests with many different methods, that cleaning with

Lux keeps garments and stockings like new every time you wash them.

Additional groups of experts—fashion designers on and off the fabric—confirm these results.

80% of the houses interviewed in 117 of the country's leading department stores insist on Lux for their most precious things!

And New York's most exclusive fashion establishments insist on Lux in "keeping the best lingerie and stockings worn by their customers!"



Lux! Keeping them like new! "Lux" is the only soap that keeps your clothes like new every time you wash them.

100% Detergent (the new "Lux") is the only soap that keeps your clothes like new every time you wash them.

100% Detergent (the new "Lux") is the only soap that keeps your clothes like new every time you wash them.



Washes everywhere you go! To get out of all representative homes in cities from coast to coast, everywhere you go, Lux is used. To keep modern clothes like new every time you wash them.



(J. Walter Thompson Company, Inc.)

Super Suds...

works twice as fast as chips... prove it to yourself by this simple test



A SOAP that dissolves faster at just the speediest soap you ever saw!

"Impossible," you say—unless you have tried Super Suds, the amazing new soap dissolves—faster than soap!

Try Super Suds under the hardest conditions. Go into your own kitchen. Take down the package of chips you like best. Make the soap test we show above, and see for yourself just how the say hollow heads of Super Suds dissolve faster and work better.

Why Super Suds is better

Super Suds is made by a revolutionary new process to dissolve instantly. It is solubility—dissolves faster than soap chips—the thickest soap ever made.

Every housewife knows how important it is to have a soap that dissolves with. And now, at Super Suds, you have a soap that dissolves instantly and completely.

Super Suds goes further. No soap washes. It works well in washbasins. A fine washing-machine soap, too. Super Suds means quick, thorough rinsing, and no chance for yellow clothes or soap stains.

New soap sweeps the country

Super Suds has taken the country by storm because it has brought women something new and something better. Women by thousands have changed to Super Suds as they have learned how fast it is for laundry work, and for dishes, too.

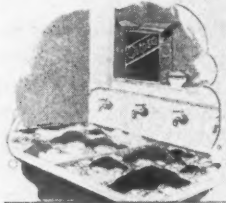
Have you tried Super Suds yet? Please do. Full directions on every package, and a valuable Octagon coupon, too—our document to you! Ask your grocer for Super Suds and he will hand you the giant red package—the largest box of soap you ever saw for 10 cents.



BIGGEST box of soap for 10¢

(George Batten Company, Inc.)

How to end washday before 10 - by soaking the dirt out!



1st Time-saver. Chipso soaks clothes clean. Yes, the safe Chipso soaks the dirt so thoroughly that you can actually squeeze it out with a few strokes! Just hot water and hand rubbing. Rinse and wring.



2nd Time-saver. Boil the usual washing machine's time! Now that I wash the clothes in Chipso, the dirt is so soft, I wash the most soiled stuff in half the time. This cuts down the water bill, too!



3rd Time-saver. Dishwashing is quicker. Chipso also saves my hands by soaking practically all the dirt off the dishes and utensils—and this new quick way saves almost a half hour each day!

Washday used to be four and five hours of drudgery for millions of women who now find it simple, easy and quick. Washing that used to take until noon is now happening gaily in the sun by 10 o'clock!

Mrs. L., for example, lives in Lowell, Mass. She had always done her washing the old-fashioned long way, until—but let her own words tell the story:

"Every Monday morning," she wrote us recently, "my neighbor's clothes were out while I was wringing out the tubs. You know, it made me a little cross! Then one day this neighbor said to me, 'Why do you kill yourself boiling and rubbing? Why don't you let Chipso soak out the dirt the way I do?'"

Chipso does the hard work!

So Mrs. L.—changed from the rubbing-boiling method to the Chipso-soaking method, and now her clothes are always on the line by 10 o'clock. Chipso does the hard work of washday—in the easiest way! For, with Chipso you get spotless clothes by doing only two simple things!

1. You loosen the dirt—by making it free.
2. You remove the dirt—by squeezing it out.

Chipso, you see, is a modern soap. You no longer need to chip or melt bar soap in order to get your suds. Instead, you pour hot water as the thin Chipso flakes for instant suds. Then, when you have made the suds lukewarm, you plunge the clothes in to work for 20 minutes or half an hour. (If you prefer to let them soak over-night, they will be safe in Chipso suds.) That is all you do toward loosening the dirt.

To remove it, the easiest and quickest way is to squeeze it out. It foams out with the suds! Light hand-rubbing for spots and soiled edges. Then rinse and wring—and that's all!

Save with your washing machine, too!

By soaking the clothes first in Chipso suds in your machine, you can save operating costs. Soaking in Chipso suds is enough to loosen the dirt. Then, when you turn on the motor,

see how the dirt tumbles out—in half the time, using half the power!

Here dishwashing with Chipso saves hands: Ate's smooth hands and a spare half hour each day worth winning? You will discover them in this quicker Chipso method, which practically keeps your hands out of the dishpan!

First, hot water on Chipso flakes—for instant suds! Wash your glass and silver as usual. While you are rinsing and wiping them put the china into the suds to soak. Then the china will need little more than a rinsing. While you are "finishing up" the china, you can let the same Chipso suds soak the grease off your cooking utensils, too!

These hints on how to steal a march on the usual dishwashing drudgery are thrifty! A large box of Chipso does a whole month of quicker dishwashings!

PROCTOR & GAMBLE

FREE: Saving Golden Hours. "How to take out 15 common stains... save clothes by soaking... lighten washday labor." Problems like these, together with the newest laundry methods are discussed in a free booklet—Saving Golden Hours. Send a post card to Winifred S. Carter, Department C-M-9 Box 1801, Cincinnati, Ohio.

Chipso—hot water—instant suds

Soaks clothes clean
Dishes in 1/3 less time



The most amazing success in the history of household soap

(Blackman Company)

The Advertising Gallery

The manufacturers of laundry soaps are comparatively new advertisers. Not many years ago toilette soap was the advertising leader; while yellow bar soap, the bulk of the business, received little attention on the printed page. Today, laundry soap, and its city cousin, chips and powders, are one of the major classifications in women's magazines.

Placed side by side, the appeals chosen for the several brands make an interesting display. They group themselves naturally into pairs. Chipso emphasizes time saving; Super Suds can cut any time in half. Lux continues to show the most beautiful clothes in the world which it cleanses; Laungerol insists that a special soap is needed for silk and rayon. Fels-Naptha gathers the truth from a million wash lines; while P & G makes actual visits to real homes.

Rayon and Silk need a Special Soap



Here it is!

It's Like Drawing Dainty New Garments From a Bottle

YOU've washed Rayon? Now wash it with Laungerol! For years the Inner Sanctum... the real "professionals in silk" have known that Rayon and Silk really need a special soap.

While these precious materials are still in the hands of the importers and weavers, they insist upon this special soap. No other will do. For these fabrics must be washed naturally—and then they must stand microscopic examination by trained buyers. The fabric simply must be kept at its very best.

Now for the first time this famous silk weaver's soap is being made available to the purchasers of silk and rayon in the better class stores. And the public is learning that it is far cheaper to use the finest soap science has ever produced than to use other soaps and watch the freshness fade from costly, dainty things.

Thousands of women are discovering how, as if by magic, Laungerol doubles the wear and freshness of their daintiest underthings. And how it leaves each thread of the fabric gleaming like new. For fine washers, too... Laungerol is the one soap that never robs them of their fresh elasticity.

And Laungerol, instead of being merely "the easiest" on the hands—is actually beneficial to the skin, the nails and the cuticle. Never has any other soap been made with such a large percentage of pure olive oil.

Laungerol is now on sale in the best drug, grocery and department stores. Not in just one place in department stores but in three—the Lingerie, the Hosiery and the Toilet Goods Departments. For generous sample bottles—use coupon.



(Picard, Bradner & Brown, Inc.)



A truth that came from a million wash-lines

HERE'S a saying that wasn't just "thought up". It came straight from the hearts of the women who use our soap. It is what they tell each other over the washboard fence.

Time and time again they say:

"Nothing can take the place of Fels-Naptha"

And here's why they say it...

Because Fels-Naptha brings down even help—the extra help of two active elements instead of one—naptha, the disinfectant, and soap, the dirt remover. Working hand-in-hand they develop the dirt and wash it away. They take out even the peskiest grease. They do it without hard rubbing—and that's extra help that is well worth having.

Naptha is the safe, gentle disinfectant used in "dry cleaning". There's plenty in Fels-Naptha. You can smell it. It is mixed with carefully good soap, by the exclusive Fels-Naptha process, to form the golden bar which makes your washing easier.

Fels-Naptha works efficiently in washing machine and tub—in hot, cool or lukewarm water or when your clothes are loaded. Fels-Naptha is easy on your hands. And its extra help is for the general house cleaning, too.

Your grocery bill is cut a little but not today. When you do your next wash you'll agree with the millions who use "Nothing can take the place of Fels-Naptha".

FELS & CO., Philadelphia

FELS-NAPTHA

THE GOLDEN BAR WITH THE CLEAN NAPTHA ODOUR





(Young & Rubicam, Inc.)



"Right much life in that soap," says Mrs. King's Eliza!—and in the children, too!" adds Mrs. King!

ACTUAL VISITS TO P & G HOMES No. 14

We heard about Eliza recently when we were going about from house to house in a pretty little Virginia town, asking women what kind of laundry soap they used. When we asked Mrs. King, she laughed and said, "You really should ask my Eliza about her P and G Naptha soap."

"This is your truth," we asked, with caution.

"Eliza," said Mrs. King, impressively, "is the pillar of this family. She has lived with us for ten years. She brings up the children, makes the most wonderful fried chicken and bakes beautiful loaves of bread—the whole thing was over her."

"And she likes P and G?"

"Indeed she does. Once I asked her why she liked it. 'That's right much life in that soap,' she said. 'You see, she doesn't have to rub so hard to get the children's clothes clean. And they are a sort of soap-bath all this little children get so dirty!'

"That, too," Mrs. King went on, "keeps the clothes looking bright and fresh. So, you see, it's true."

—and Eliza is proud of her clothes. And she uses it with all her soap carefully to rub out a stain for Mary-Eliza, both as a housewife and as a mother.

"That, Mrs. King," she will say, "that soap is a good thing to me."

Long, clean, white clothes, bright colors—in any kind of water, hot or cold, hard or soft? Oh, you wonder what P and G is made by, more to make it so easy to use in the world?

This one perfect popularity means that P and G is made in enormous quantities. And since large-scale manufacturing costs less per pound, that soap is really the cheapest, a very large cake of P and G is sold to you for actually less cost than ordinary soap.

So P and G cost less because it is so popular. And it is so popular because it really is a better soap.

PROVEN BY SCIENCE

FELS' Famous Process Soap—made so easy to use in washing machine clothes that it has made possible the modern woman's life. It is the only soap that is so easy to use in the washing machine. It is the only soap that is so easy to use in the washing machine. It is the only soap that is so easy to use in the washing machine.

It is the only soap that is so easy to use in the washing machine. It is the only soap that is so easy to use in the washing machine. It is the only soap that is so easy to use in the washing machine.

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The largest-selling soap in the world

(Blackman Company)





In addition to the Detroit & Cleveland Navigation Company, the Campbell-Ewald Company advertise the following services and products: ~ ~ ~

American Automobile Association; American La France Motor Trucks; Apex Electrical Household Appliances; Ashley-Dustin Steamship Line; Bank of Detroit; Bon-Dee Golf Balls; Buick Motor Cars; Burroughs Figuring Machines; Cadillac Motor Cars (Canada); Canadian General Electric Co., Ltd., (Institutional); Capper's Farmer Magazine; Carrom Game Boards and Bridge Tables; Caterpillar Tractors (Canada); Chevrolet Motor Cars; Chevrolet Motor Cars and Trucks (Canada); Consolidated Corrugated Paper Boxes and Binder Boards; Copeland Electric Refrigerators; Delco-Remy Automotive Products; Detroit and Port Huron Steamship Lines; Duo-Set Adjustable Golf Clubs; Edison Mazda Lamps (Canada); Fireside Home Industrial Service; Fyr-Fyter Extinguishers; Forbes Magazine; General Electric Refrigerators (Canada); General Motors Building; General Motors of Canada (Institutional); General Motors Trucks (Canada); Harrison Radiators; Hercules Truck Bodies; Holley Carburetors; Hotpoint Ranges and Appliances (Canada); J. L. Hudson Department Store; Hyatt Roller Bearings; Keystone Watch Cases and Howard Watches; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; LaSalle Motor Cars (Canada); Liberty Ready-Cut Homes; Link-Belt Industrial Products; McLaughlin-Buick Motor Cars (Canada); Milson Extracts and Pharmaceutical Products; National University Society Educational Lectures; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Oakland Motor Cars (Canada); Olds Motor Cars; Oldsmobile Motor Cars (Canada); Pacific Lumber Co. (Calif. Red Wood), (Canada); Paintex Fabric Paints; Pontiac Motor Cars; Pontiac Motor Cars (Canada); Postel's Elegant Cake Flour; Premier Cushion Springs; Radiolas and Loudspeakers (Canada); Radiotrons (Canada); Rambler All-Metal Aeroplanes (Canada); Rosenthal Publications; Sawyer-Massey Road Machinery (Canada); Shotwell Marshmallows; Silent Automatic Oil Burners; Taylor Caps for Men; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; White Star Steamship Lines; Wolsey Woolen Wear, (Leicester, England.)

Campbell-Ewald Company, H. T. Ewald, President
General Motors Bldg., Detroit; New York; Chicago; Seattle;
Los Angeles; Portland; San Francisco; Paris, France
In Canada—Campbell-Ewald Limited, Toronto; Montreal

To millions of people, the D & C flag symbolizes Great Lakes travel. To shippers it represents rapid, inexpensive freight service between Chicago, Mackinac, Detroit, Cleveland and Buffalo. To travelers it suggests cool summer nights and days of glorious recreation. To the world at large, it is the emblem of the largest of all fresh-water transportation systems ... a Campbell-Ewald client for 11 years

Reduced Rates Boom Air Mailings

(Continued from page 533)

ting for over a week. The letter was processed to resemble a typewritten one on the regular Reo letterhead.

The message was to the effect that not long ago a group of 150 of the most eminent automotive engineers in America collaborated in designing an ideal automobile for the American family and that, while this "ideal automobile" was in reality a mythical one, the new Reo "Flying Cloud" comes "closer in its specifications to the specifications of that ideal car than did any other automobile; and that in all of the foregoing characteristics—and all others of major importance—the "Flying Cloud" is identical with the ideal car."

Banners on Trucks

The event attracted a great deal of attention and secured a large amount of publicity for the manufacturer. A whole fleet of "Flying Clouds," equipped with stake bodies, was required to transport the mail to the local post office, thence to the airport, and each car carried a banner proclaiming some pertinent fact concerning the mailing, such as: "Ten Tons of Air Mail sent by Reo Motor Car Company," "\$17,500 in Air Mail Postage" and "World's Record Air Mail Shipment Sent by Reo Motor Car Company." Similar banners were attached to the wing braces of the airplanes.

A crowd estimated at between 4,000 and 5,000, including the governor of the state and numerous high officials of the post office department, were on hand to witness the take-off from Lansing and about 3,000 welcomed the shipment to Chicago. The crowd at Chicago was a surprise as it had not been expected that the event would attract much attention there.

Five of the leading news reel companies had cameramen at the Lansing airport to photograph the event. Fox, Metro-Goldwyn-Mayer, Pathe, International and Kineograms all were represented and the motion pictures which they took were shown in tens of thousands of theatres throughout the country—very nice publicity for Reo.

George Patten, president of the Linscott Motor Company of Boston, the oldest Reo distributor, made the trip in one of the planes to Chicago where he was greeted by W. E. Butler, of Butler Motors, youngest Reo dis-

tributor, thus occasioning more publicity.

The story was broadcast to newspapers everywhere, of course, and was received very favorably by them. The aircraft magazines played up the feat, which meant still more publicity for Reo.

The name, "Flying Cloud," is really taken from that of an ancient sailing vessel, but the "flying" part of it was tied up to very good advantage with flying the air mail.

Several specific results other than publicity are believed by Reo executives to have been obtained by the record air mailing.

In the first place, it was probably the most impressive direct-mail advertising stunt ever conceived. There can be no doubt but that every single prospect who received one of those letters opened it and read it. Air mail is still sufficiently novel to give a majority of people a thrill when they receive a letter sent by this conveyance. It is reasonable to suppose, too, that a good percentage of the prospects preserved the letter and showed it to their friends, thus occasioning a great deal of discussion of the Reo car.

New Selling Talk

In the second place, it enthused the Reo sales organization throughout the world and gave the salesmen something novel and interesting to talk about to their prospects.

Finally, it created a great deal of interest in aviation circles and was a distinct help to this lusty "infant" industry.

The other four pieces in the mail campaign went forward at brief intervals by regular mail.

Among other recent large air mailings was that of a St. Louis paint manufacturer who sent out 7,500 air mail letters to customers in all states. He reports that results were immediate and more than satisfactory. A Chicago wholesale drug house last week made a test experiment which proves how the country can be blanketed by air mail. The firm addressed sales letters announcing a new product to dealers in forty-eight states, and a check showed that 90 per cent of these letters were in the hands of the retailers within twenty-four hours after they were mailed. Some concerns use the air mail to place their orders and a

transaction which formerly took many days is now completed within seventy-two hours.

A Chicago chain store has instructed all its branches to use air mail exclusively, with the result that within twenty-four hours after the day's business is finished, reports have been received from practically every branch in the United States. Air mail has reduced the United States to the size of Texas when measured in transportation terms. A Chicago man's experience illustrates this. He recently mailed two letters at six o'clock in the evening on Monday, one was addressed to a client in Chicago, and the other to a firm in Dallas, Texas. The Chicago and Dallas men read their letters at the same hour the next morning, as air mail had carried the letter clear to Texas during the night.

Heavy Users of Air Mail

Casual observers who think air mail is largely confined to letters will be surprised to learn the diversity of commodities transported daily over the network of air mail lines, over which the mail planes fly 23,000 miles a day traversing thirty-five states and serving 62,000,000 people directly and millions more indirectly. Among the regular users of air transport are members of the advertising and selling professions. Alert manufacturers and wholesalers have found retailers ready to use air transport not only as a medium of very swift merchandise transportation, but as a means of increasing their income.

Next to banks, newspapers and advertising agencies are the largest users of air express, and also furnish a big poundage for air mail, according to figures just compiled by the American Air Transport Association. Each night the west-bound mail planes from Chicago, New York, Philadelphia and eastern centers carry mats, advertising copy, artists' drawings, plans for sales campaigns and other items of production from the newspaper offices and advertising agencies.

Air transport has been a boon to many agencies. A Chicago agency received a wire from its western client that it was advisable to change copy for the first of a series of ads but the first insertion date must be as scheduled. By working all day new copy was prepared, put on the mail plane that night and twenty hours later was in San Francisco, Los Angeles and the coast cities.

Another agency blocked out a series of ads and left blank spaces for copy which was sent later by air mail, thus saving the firm heavy telegraph tolls.

(Continued on page 552)

PRICE INTEGRITY

Now a Consumer Cause—

E. C. RIEGEL, Director of the Consumers Guild, in writing **BARNUM AND BUNK**, has given notice to price-cutters everywhere that the consumer is distinguishing between the *service* of merchandising and the *game* of merchandising. R. H. Macy & Company, the worst offenders in price trickery, are baldly exposed and publicly condemned. They are cited to the Federal Trade Commission for publishing false and misleading statements.

BARNUM AND BUNK:

Page 6—Macy's are not the sole offenders in making a game out of business. The cut price bait method of merchandising is common and the chain stores are especially expert at it because they are big enough to put out private brands that are the "haymakers."

Page 38—A loss on one item inevitably demands an excess profit on another. A wily merchant should make a wary customer. May the processes of enlightenment remove from the realm of success such merchants—of which Macy's are a conspicuous type—who develop an expertness not in the economy of merchandising, but in the game of merchandising.

BARNUM AND BUNK gives the facts of the suppressed survey of The New York Better Business Bureau, showing that Macy's prices averaged 14½% higher than other stores.

BARNUM AND BUNK—Page 15:

Tad—"What's the game?"

Dad—"The game is to catch suckers with the bait cut-price national brand article, and thus gain the customer's confidence; then to 'put it over' with an excess profit on purchases of the private or no-brand merchandise."

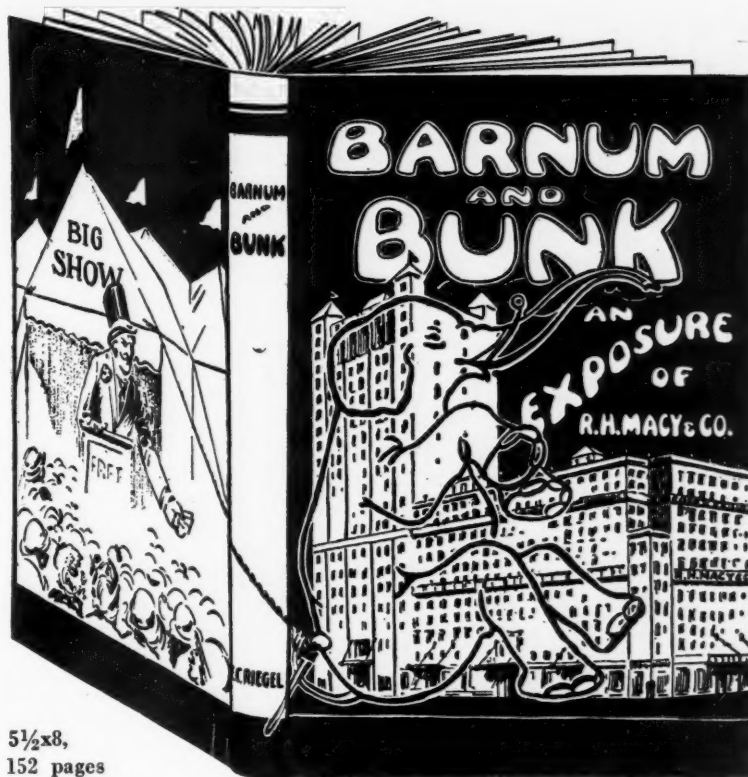
BARNUM AND BUNK—Page 22:

"Legitimate business is always based on cost plus profit. Illegitimate business always works on price less cut. Remember that, Tad."

The building up process of manufacturer advertising is contrasted with the tearing down process of retail advertising.

BARNUM AND BUNK—Page 122:

What a contrast! If a Martian were to come to



5½x8,
152 pages

earth and read manufacturers' advertising he would gain the impression that the American woman is an aesthetic individual, very artistic, very sensitive and very discriminating. If he should read retailers' advertising, he would get the impression that this same woman is a human scavenger, waiting to pick the bones of distressed merchandise. What would become of American culture and economic advancement if it were left to this group of wreckers? Mr. Barnum please answer.

BARNUM AND BUNK offers manufacturers an extraordinary opportunity for constructive work in Price Integrity and Better Merchandising practice. You should send a copy of this book to each of your retail dealers. We will mail direct to your list, or deliver to you. Price of single copy with stiff cover in colors is \$1.35 postpaid. Let us quote you in quantities for this edition, or special edition with stiff or paper cover.

The Riegel Corporation of New York

225 West 34th Street
NEW YORK



At nine o'clock in the morning there were gathered around a radio loud speaker on the main floor of the San Antonio Drug Company all the salesmen and executives of the company, except Wade Lewis, sales manager, who, in Chicago, was chairman of the long distance telephone convention.

Drug Company Holds Convention Via Long Distance Phone

BY RUEL McDANIEL

What the sponsor believes will mark the beginning of a revolutionary method in the holding of national sales conventions transpired recently when the San Antonio Drug Company, San Antonio, Texas, held a convention of its sales force with some of the men in Chicago and the others at the home office in Texas. During one hour and eight minutes, and at a cost of just a little more than one hundred dollars, this firm accomplished what ordinarily would have taken ten days to do and would have cost several times that amount, according to William Ochse, president of the company.

Recently the Western Company, manufacturers of Dr. West tooth brushes, Wainsborough hair nets and other well-known drug sundry lines, announced a convention for its distributors, to be held in Chicago. The San Antonio Drug Company, being one of the concern's leading distributors, naturally sent a representative, Wade Lewis, sales manager.

"Before Mr. Lewis left," explains Mr. Ochse, "he and I were talking about the expected good results of the convention and wished that it were possible for all our salesmen to attend. That wish set us planning. Wouldn't it be a wonderful thing, we considered, if the men could listen in on the convention, at least a part of the time,

by long distance, and get the enthusiasm of the manufacturers and their sales helps direct? We thought so much along that line that we finally made an experiment over long distance. This experiment indicated to us that it would be possible for us to connect our office here in San Antonio with Chicago and have the salesmen actually hear what was to be said in Chicago.

"Then when Mr. Lewis was ready to go I instructed him to make the necessary preparations from the Chicago end of the wire for the holding of the long distance convention. The thing went over without a hitch." According to arrangements, immediately following the close of the general convention of the Western Company in Chicago, J. T. Woodside, general manager of that concern, D. C. Chatard, sales manager and Mr. Lewis went to the latter's room in the Edgewater Beach Hotel, and at an hour pre-arranged with San Antonio, they got in touch with the San Antonio Drug Company by telephone. That was at nine o'clock in the morning.

At that moment there were gathered around a radio loud speaker on the main floor of the San Antonio Drug Company all the salesmen and executives of the company, except Mr. Lewis. Mr. Lewis went to the telephone in his room and greeted his

men. Mr. Ochse went to the telephone at his own desk and told Mr. Lewis that his voice was coming in loud and clear.

After a short talk Mr. Lewis introduced Mr. Woodside and Mr. Chatard, each of whom spoke to the men in San Antonio. Then Mr. Lewis went to the telephone again and told the men of the wonderful opportunity they had to cash in on a special late summer drive the Western Company was launching.

"That manufacturer usually has a special offer to introduce at each convention," Mr. Ochse explains, "and since it is invariably a big thing for distributors there is naturally considerable enthusiasm over the profitable possibilities in the special drive. The representatives of the distributors see the sales opportunity, but before they get back home and go into the plans with the salesmen, much of the enthusiasm is lost and they are unable to make the salesmen see the possibilities as they themselves see them, and as they recognized them while at the convention.

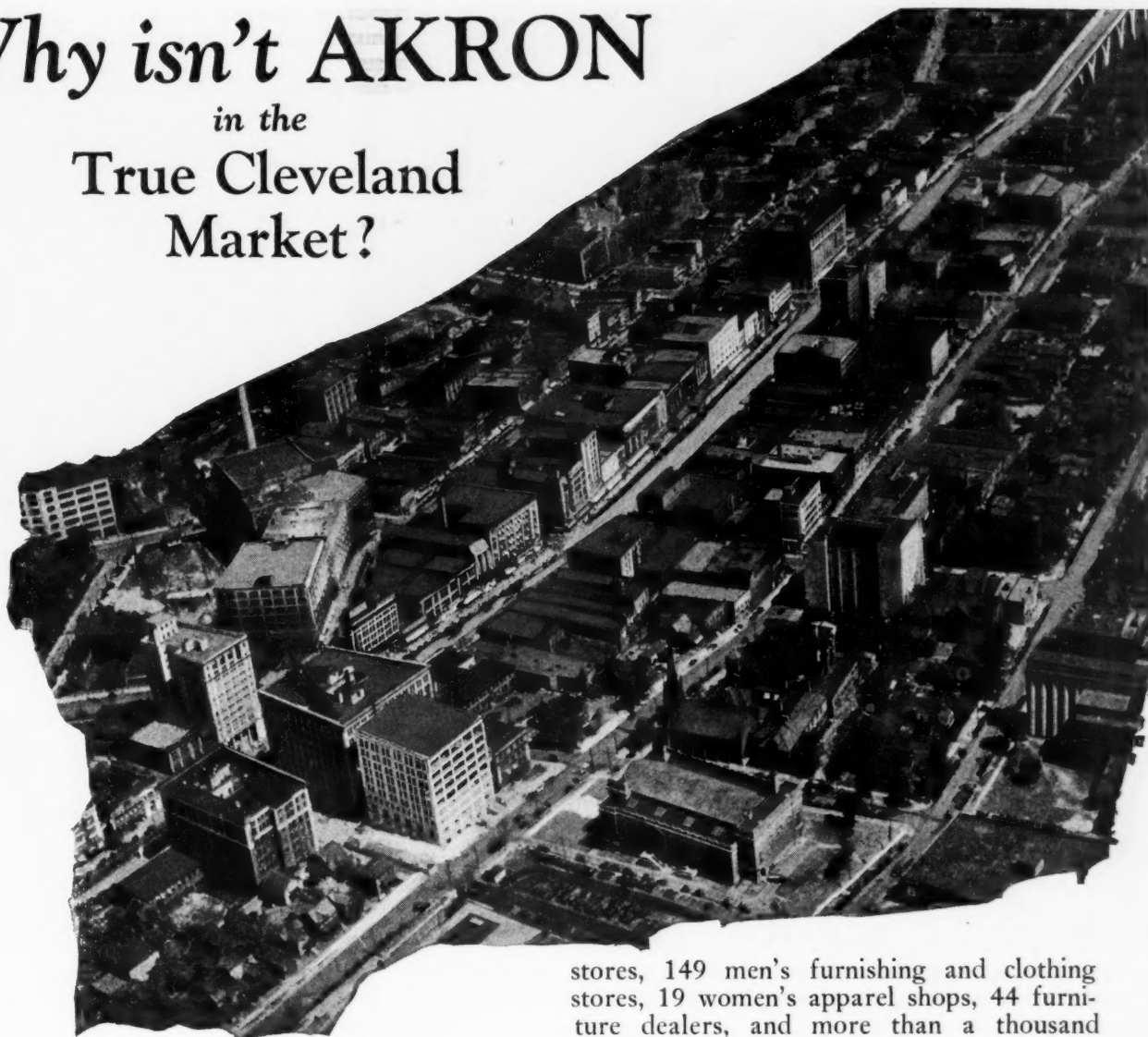
"In this case our long distance convention gave the enthusiasm to our men direct. Not only did our own sales manager go into the program while he was at the height of his enthusiasm, but the two officers of the manufacturing company likewise pointed out to our men their chance to cash in big on the proposition. They got their enthusiasm and the story of the special drive direct at the most opportune time."

On the Friday before the telephone convention on Sunday, Mr. Lewis

(Continued on page 556)

Why isn't AKRON

in the
True Cleveland
Market?



BECAUSE Akron, 35 miles from Cleveland by air, is one of the largest industrial centers in the United States, 5th in state population, 36th in the United States, the world's largest rubber center, production center of lighter-than-air craft, home of rolled oats and oat products, one of the greatest clay product and brick manufacturing centers in the United States, the capital of a market of approximately 300,000 population, 52,546 of whom are wage earners producing commodities valued at \$406,836,932 annually.

Because the total income of the city, \$201,-870,000 in 1926, is spent in the 2,550 retail outlets—11 large department and dry goods

stores, 149 men's furnishing and clothing stores, 19 women's apparel shops, 44 furniture dealers, and more than a thousand others.

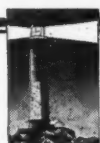
Akron people have no reason for coming to Cleveland to buy. Study the air view of one of Akron's business sections, shown above. The city has good stores and newspapers that cover the population like a blanket.

The TRUE Cleveland Market, 35 miles in radius (exclusive of Akron and vicinity) 1,525,000 in population, small and compact, is all that can be covered by an advertising campaign run in Cleveland newspapers. And The Press is Cleveland's FIRST Advertising Buy!

From "Approved," a new and comprehensive study of The Cleveland Market. Write The Press for your free copy.

The Cleveland Press

NATIONAL ADVERTISING
250 Park Avenue, New York City
Atlanta • Detroit • San Francisco



SCRIPPS-HOWARD

TISING DEPARTMENT
400 N. Michigan Blvd., Chicago
Seattle • Los Angeles • Portland

CLEVELAND'S FIRST

ADVERTISING BUY!



Certificates, signed by H. S. Gardner, sales manager of the Willard Storage Battery Company, are given each man who completes the recently established Willard course in salesmanship, designed "to develop every service man into a salesman."

Willard Conducts Sales Training Course for Service Men

BY LAWRENCE M. HUGHES

"To develop every service man into a salesman" the Willard Storage Battery Company has established a course in Willard battery salesmanship. Two thousand service men have already enrolled and certificates of award are being given to those who complete the course with a satisfactory grade.

"To make a salesman out of each of our service men seemed at first a tremendous task," explained H. S. Gardner, sales manager of the company. "In a great many instances their knowledge and instincts are along mechanical lines. Today a battery station is more than a service shop; it is a sales and service store. Consequently every person in the establishment who contacts with customers in any way should have a good understanding of the fundamentals of retail merchandising as applied to automobile batteries.

"Free service is a long-established Willard policy, and it is a fundamentally sound one. The prime purpose of the course is to get every service man to properly appreciate this fact, and then to teach him what to

do when a customer's battery has reached a point in its life where the greatest service that can be rendered to the owner of it is to sell him a new one.

"We did not want to urge our service men to attempt to sell a new battery every time a prospect came in for service. But we did want them to earn and win the customer's confidence by explaining how a battery wears out, why it needs regular service by a competent battery man, and why it is necessary to replace it at the end of its economical life instead of waiting until it fails completely—perhaps at a most inopportune time."

And so, last summer, the Willard Storage Battery Company retained the Business Training Corporation of New York City to make an impartial, first-hand analysis of actual conditions in the field.

Shoppers, both men and women, visited personally hundreds of battery stations representing various manufacturers in every part of the country. After going through a preliminary shopping investigation in certain loca-

tions the forty men and women employed in this work were given a course in battery shopping, and the investigation put on a completely national scale. The shoppers drove into service stations in the usual way in cars having batteries in various stages of wear. They made various suggestions regarding the age and performance of their batteries which offered opportunities for the service man to proceed with the sale of a new one. But in too many cases they found no real effort to make a sale. Typical of the cases which indicated a complete lack of understanding of the fundamentals of good merchandising practice is this instance. A shopper asked a service man, trying to rehabilitate his old battery, what would be the cost of a new Willard battery.

The man considered a moment. "Blank dollars," he said.

"Isn't that rather high?"

"We—ll, yes," agreed the service man, "I suppose it is. There are other makes you can buy for less money, but the Willard's got to cost more, I suppose, because they spend so much money on advertising."

In all cases, as soon as the shoppers left each service station, they wrote down a story of what had happened there—including their general impression of the station, the reception they received, and the amount of interest and thoroughness of the service man in taking care of their needs.

Then they went out with letters of introduction to many dealers to get from them personally a first-hand picture of their problems and their methods of solving them.

The Business Training Corporation sent staff members to the Willard factory to learn how batteries were made and merchandised. They talked with salesmen and production men.

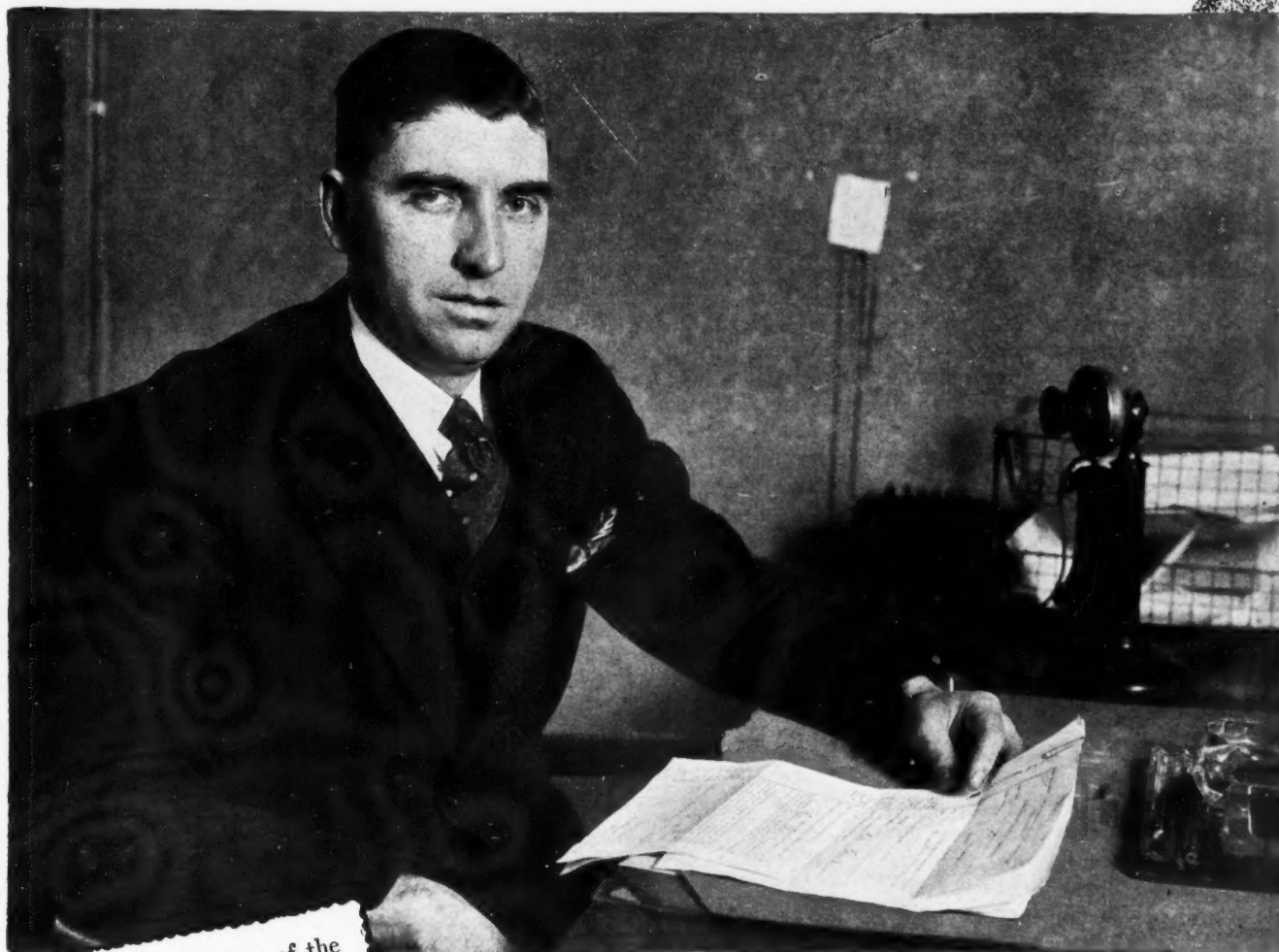
They sent out several thousand questionnaires.

When the analytical work was completed and approved the Business Training Corporation with the cooperation of Mr. Gardner and the other Willard executives, prepared the course.

It was intended not merely to give ideas but to show the service men how to use them. When finally completed it was the product of many minds, both in the Willard and the Business Training organizations, and was not a general course in salesmanship, but a specialized course in Willard battery salesmanship.

The course takes about four months to complete, and is divided into six units. These include: Winning the customer's confidence; holding the

(Continued on page 557)



Edward Collins of the
Collins Electric Com-
pany, Electrical and
Radio Jobbers, Des
Moines, Iowa.

"We get the finest sort of co-operation from The Des Moines Register and Tribune on advertised products which we stock."

7 Ways we help make your advertising pay bigger dividends--painstaking position service--surveys--dealer check-ups--displays in our windows--personal introductions--dealer broadsides--soliciting dealer tie-ups.

The Des Moines Register and Tribune

Read every day in over 200,000 Iowa homes

Typewriter Bureau Starts Drive to Develop Child Market

In a campaign to begin in November the Educational Bureau of the Portable Typewriter Manufacturers of New York will begin a drive to extend the market for portable typewriters by urging the use of portables by school children—even children in primary grades.

The bureau is made up of The Royal Typewriter Company, Remington Typewriter Company, L. C. Smith and Corona Typewriters, Inc., and the Underwood Typewriter Company.

The advertising appeal will be directed to parents, teachers and the children. *Literary Digest*, *American Magazine*, *Cosmopolitan*, *Ladies' Home Journal*, *Saturday Evening Post* and *Pictorial Review* will be used to reach parents, and in addition copy will appear in *Child Life*, *Children*, and *Junior Home*. This copy, will be addressed to the parents, while copy in *St. Nicholas* and *Youth's Companion* will be addressed to the children and copy in *Normal Instructor* and *Primary Plans*, to teachers and educational authorities.

L. V. Spencer, who is directing the campaign for Frank Presbrey Company, the advertising agents, said: "Youth advertising must be directed through two channels; one, to the parent who holds the purse strings, and the other directly to the user, the youth. With products of general distribution and small price whose purchase is not dependent on the family conference it has been found effective to appeal directly to the child mind.

"But the purchase by the parent of a portable typewriter selling at \$60 is not made because of the whim of a child. For this reason the advertising in children's magazines is directed to the parent and is identical with the copy used in magazines of general circulation. The cooperative campaign is selling the parents the idea of better education of the child, made possible by use of the portable typewriter. It is urging the parents to reduce the educational period of children through the speedier methods of the portable.

"In the 'parent' advertising campaign, five reasons why the child learns readily on the typewriter will be emphasized. Among these are: ease in forming letters on the typewriter; the fact that children first learn the printed word and the printed alphabet, and that typewriters enable them to express themselves with the same familiar characters, that, free of the physical

difficulty of writing, the child can concentrate on expression; because of the mechanical fascination which the child manifests in type, and because the child is naturally a picture speller..

"In the campaign to boys and girls of high school age, the advertising will appeal to their interest in their studies and their desire to excel."

Efforts to obtain cooperation of dealers in the campaign will be handled by the individual companies in the bureau. In the copy directed to parents there is inserted a small paragraph asking them to obtain a demonstration from their dealer. A booklet on the educational value of typewriters has also been prepared.

Eighteen-Month-Old Ads Still "Pull"

In one month recently the American Stove Company, Lorain, Ohio, received fifty-two inquiries from advertisements run more than eighteen months ago. Seven of the inquiries were from an advertisement in *Good Housekeeping* of September, 1926; two from *Modern Priscilla* in November of that year; three from the *Delineator* in November; four and two, respectively, from *Pictorial Review* of September and December; fourteen from *McCall's* of October, and twenty from *Woman's Home Companion* of December.

Newspapers in 125 Cities Introduce New Cadillacs

Newspapers in 125 cities, four-color advertising in seven magazines and black and white in fifteen other magazines are the principal media employed by Cadillac Motor Car Company to announce the new 1929 Cadillac, La Salle motor cars and special Fleetwood custom bodies for La Salle and Cadillac chassis. The custom-built cars are marketed through the company's regular outlets. Cadillac continues its monthly mailing campaign to dealers.

Irving F. Paschall, Inc., Chicago, will direct the advertising of the Blackmer Pump Company, of Grand Rapids, Michigan. Business papers, farm papers and direct mail will be used.

Manufacturers Asked by Pepsodent to Help Curb Price Cutting

Pepsodent Company, Chicago, manufacturers of tooth paste, is advertising an appeal to "all manufacturers of nationally respected drug specialties, and the retail and jobbing trade distributing them," to stamp out present-day price-cutting methods "to the limit, and within the limits of the law."

"Frenzied price-cutting" is attacked as ruinous to business in a published statement outlining the company's stand on the price-smashing wave that recently has been sweeping the country.

Between the lines in the statement the dealers sense a conviction of the Pepsodent Company to refuse to sell its products to those who cut prices—a privilege the company enjoys, it points out, under the law. "And within these rights the Pepsodent Company will act," the statement emphasizes. Here is the statement:

"At this time of frenzied price-cutting evils the Pepsodent Company publishes this statement to make clear its own position.

"The frenzied price-cutting of today is not the price reduction of a few years back. What was once a sound, constructive merchandising practice has, through misuse and abuse by certain dealers, grown to be a menace to dealers and manufacturers alike.

"Once, by normal, sane price reductions, sales were often increased profitably to the retailer and products more widely introduced for the manufacturer. Now it has come to pass that oftentimes dealers in the mad desire to increase sales cut prices more drastically than any justifiable business practice can permit and dealers' profits disappear.

"Today 'super-cut' prices fail to draw with old-time power. Women merely wait, knowing that somewhere tomorrow prices may be still lower than today. Training may build an athlete to physical perfection. But over training leads to weakened hearts and the conditions trainers know as 'athletic heart.'

"The Pepsodent Company cannot control the retail price of Pepsodent. Certain laws prevent. Nor does it wish to, where sound business practice is the guide.

"But where decision is forgotten, the Pepsodent Company, as a manufacturer, has certain legal rights. (Under the law a manufacturer is permitted to sell or refuse to sell his products to whomsoever he chooses.) And with-

in these rights the Pepsodent Company will act.

"This stand we take in the interest of every progressive and fair-minded dealer as well as in our own. Pepsodent never will be in sympathy with ruinous price-cutting."

Then comes a heading, "the inevitable attitude of leading manufacturers," under which the Pepsodent Company concludes its statement as follows:

"We ask dealers in their own interest to make a profit on Pepsodent. We believe other leading manufacturers must similarly react to frenzied price-cutting and its evils of today as it concerns themselves. It is against the interest of manufacturers, wholesalers and retailers, for the life of business is fair profit.

"Hence, the Pepsodent Company invites all manufacturers of nationally respected drug specialties and the retail and jobbing trade distributing them, to stamp out this practice—to the limit, and within the limits of the law."

California Vineyardists to Advertise Nationally

California Vineyardists' Association has raised a \$30,000 initial advertising fund to advertise Flame Tokay grapes this fall on a national scale, J. H. Collins, assistant managing director of the association at San Francisco, announced this week. The San Francisco office of Lord & Thomas and Logan is directing the account.

Grapes will be given unusual emphasis this year through the observation of National Grape Week, September 23-29, directed by the California Vineyardists' Association.

St. Louis Sales Managers Plan Year's Activities

The Sales Managers' Bureau of the St. Louis Chamber of Commerce is preparing for its opening luncheon meeting for the season of 1928-1929, Friday, September 21.

Public speaking classes of the bureau will be resumed October 8, with Harry T. Bussman, of the Bussman Manufacturing Company, class-lecturer, and Carl Christine, president of the Electrical Board of Trade of St. Louis, as class instructor.

Dr. Frank W. Dignan, of Chicago, will conduct a course in letter writing.

The name of Lewis H. Mertz & Sons, Chicago agency, has been changed to Faxon, Inc. No change in officers, personnel or management is involved.

Hook-up DUR-O-LITE AMBER-JACK

PUSH-N-PULL

with your **\$100 list**
sales plans

HERE'S the most unusual value ever offered in an advertising pencil. Amber-Jack is a memorable gift or premium that *always* pleases.

The beauty of burnished amber Dur-O-Lite, jackets the simplest and most efficient Push-N-Pull mechanism you've ever seen—propels, repels, expels.

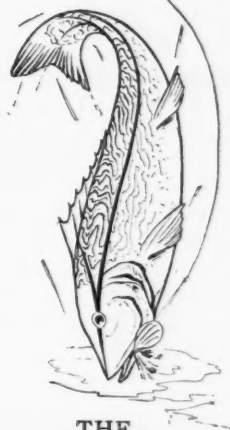
Amber-Jack is a perfect beauty to look at and its superb balance and light writing ease make it a constant pleasure to use.

Every Amber-Jack has all these Dur-O-Lite features built into its precision mechanism:

7 Dur-O-Lite Features

1. Push-N-Pull lead is protected when not in use.
2. Loads from either end of tip.
3. Unbreakable Dur-O-Lite Barrel. Drop it on a cement floor—it won't break.
4. Simplest of all propel and repel mechanisms. Remove tip from pencil body and see for yourself.
5. All metal to metal contact. No binding.
6. LOCKED lead chamber—another exclusive feature—you can't spill the leads when you pull off the cap to erase.
7. Exclusive DUR-O-LITE colors and designs; octagon and decagon (8 and 10 side).

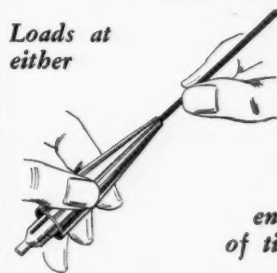
Send the coupon today for full particulars of quantity discounts and imprinting costs. You'll find Amber-Jack gets real results.



THE AMBER-JACK

You fishermen who have whipped the blue waters of Florida and the sparkling Gulf, know the amber sheen of this gamey fighter. An aristocrat of the deep, worthy in his strength and grace and beauty to give his name to this equally beautiful pencil.

Loads at
either



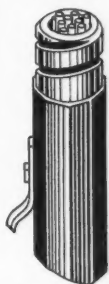
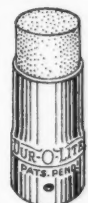
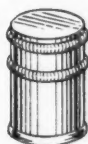
end
of tip

Dur-O-Lite Pencil Company
4541 Ravenswood Ave. Chicago, Illinois
THIS COUPON FOR YOUR CONVENIENCE

DUR-O-LITE PENCIL CO.,
4541 Ravenswood Avenue, Chicago.

Please send us complete information on Dur-O-Lite Pencils as a help to sales organizations.

Name
Address
City State
Atten



Locked lead
chamber

Commerce Department Starts Traffic Survey

BY WALDON FAWCETT

TRAFFIC management as a factor in distribution is to be the subject of Uncle Sam's next study. For the first time a research organization with ample resources is to seek to determine the place of the traffic department in the modern business organization. Questionnaires are already going out from Washington. Special agents are taking the field. When the evidence is in, a few months hence, the Department of Commerce promises to give business a perspective such as has never heretofore been obtainable on the relation of the traffic department to the sales department and other departments of the properly coordinated business house.

A Study for Shippers

The Department of Commerce has had in its set-up, for several years past, a special transportation division. Officials of that section came to the conclusion, this past summer, that it was high time to determine whether improvements in traffic management can do anything in behalf of the elimination of waste in the distribution of merchandise. Already it is apparent that nothing that the transportation division has previously undertaken has so caught popular approval.

The survey now under way, and the results of which are due for announcement early in 1929, is a study for shippers. Five main objectives and a number of smaller ones are the targets. The bull's-eyes are: (1) the wastes resulting from inadequate attention to proper understanding of traffic matters; (2) methods for eliminating or reducing these wastes to a minimum; (3) size of industry that justifies organization of traffic functions into a separate department; (4) cost of such organization for adequate traffic administration; (5) relations of traffic functions or department to other departments, and the functions and relative importance of traffic administration in a modern business organization.

Several different types of self-examination blanks are being circu-

lated to extract the information needed for the traffic clinic. The replies received by mail will be supplemented, checked and followed up by the field agents in first-hand inquiries. Each firm is asked what employes are responsible for traffic duties; whether a transportation department is maintained distinct from the traffic department, and why an independent delivery department is maintained, if such be the case.

Intimacy of association with the sales department and other branches of a business is probed by a special questionnaire which seeks details on the cooperation of the traffic department with other units of the organization. For example, Uncle Sam seeks to find out whether the traffic staff is aiding the sales department in such ways as supplying the salesmen with books quoting rates in their respective territories; taking all possible steps to reduce rates and extend market areas, and pointing out to the sales manager and his aides the sale territories that are most advantageous from traffic standpoints.

Traffic Cooperation

Asking questions that are full of hints for any executive who will read between the lines the Federal investigators of traffic practice will endeavor to determine whether traffic departments are doing all they should for their principles by expediting the movement of inbound materials as well as outbound manufactured products; by notifying sales and purchasing departments of pending advances or reductions in rates, and by suggesting heavier car loadings or other potential economies. Cross-examination will further seek to determine whether the traffic men are teaming, as they should, with their selling mates by helping to consolidate less than carlot shipments into carlot shipments.

To ascertain the extent to which the traffic department is in gear with the other cogs of a business machine the question will be put whether there is cooperation with the advertising department by determination that

goods are actually on hand before advertising is started, and in other ways. The traffic men may, by Uncle Sam's implication, not only render service to sales by consolidating L. C. L. shipments into car units, but may, in many instances, give equally valuable advice looking to the consolidation of small packages into large containers. According to the schedule of inquiry the Federal specialists deem it distinctly the province of the up-to-date traffic department to make suggestions to the production and sales departments for changes of sizes, models, etc., that will reduce packing costs.

Butterbaugh in Charge

Drawing on its budget, for the fiscal year 1928-29, the Commerce Department has engaged Wayne E. Butterbaugh, professor of transportation, University of Minnesota, and a recognized authority on traffic matters, to conduct the special survey under the direction of Norman F. Titus, chief of the transportation division. Mr. Butterbaugh is chairman of the educational committee of the Associated Traffic Clubs of America, and the clubs have promised to cooperate with the department.

All instructions issued at Washington to participants in the canvass emphasize that the Government does not desire to reach only large distributors who have established traffic departments, but desires also to get in touch with some of the smaller concerns which have no traffic departments. For purposes of analysis and deduction the data will be separated to picture conditions in general industrial groups, including agricultural, automotive, building, contracting and engineering, clothing and dry goods, chemical and drugs, foodstuffs, fuel, heat, light and power, hide and leather, iron, steel and hardware, lumber and furniture, machinery, minerals, paper and textiles.

That the Commerce Department intends to inject human interest into what might appear to be a dry investigation of the lack of efficient traffic management is indicated by the call for personal experiences to be related in confidence. Incidents are sought to illustrate the evils of lack of cooperation between the traffic department and other departments of a business. Specific details are called for concerning wasteful traffic or shipping practices that react against business success. Lastly, the department is fishing for concrete illustrations of traffic wastes that were overcome by the application of good management with particulars of how losses were averted.

Current

Business Indices

Business indications last week were somewhat mixed but contained no evidence warranting any change in the favorable prognosis.

Total Transactions

Bank clearings in the week ended August 30 amounted to \$8,914,754,000, a gain over the corresponding week in 1927 of 2.4 per cent. Practically all this increase was in New York. In the other cities small gains and losses were almost equal. The more significant returns of debits against individual accounts made a better showing. The total, \$13,471,888,000, was 11.1 per cent higher than last year and the eleven districts outside New York were up 2.5 per cent, seven showing improvement.

Credit Conditions

Money rates remained the uncertain feature of the week. Good authorities were quoted in support of the belief that commercial and crop moving requirements this fall will not be put on short rations, but call and time money rates continue stiff with a rising tendency. Call rates ruled between 7 and 8, time money at $6\frac{1}{2}$, compared with $3\frac{3}{4}$ to 4 last year, while best name paper commanded $5\frac{1}{2}$, $1\frac{1}{2}$ above last year.

Business Failures

The improvement noted in business failure data in July did not continue in August. The number of bankruptcies, 1,852, was 8.4 per cent more than in August, 1927, while the liabilities, \$58,201,830, increased 48 per cent.

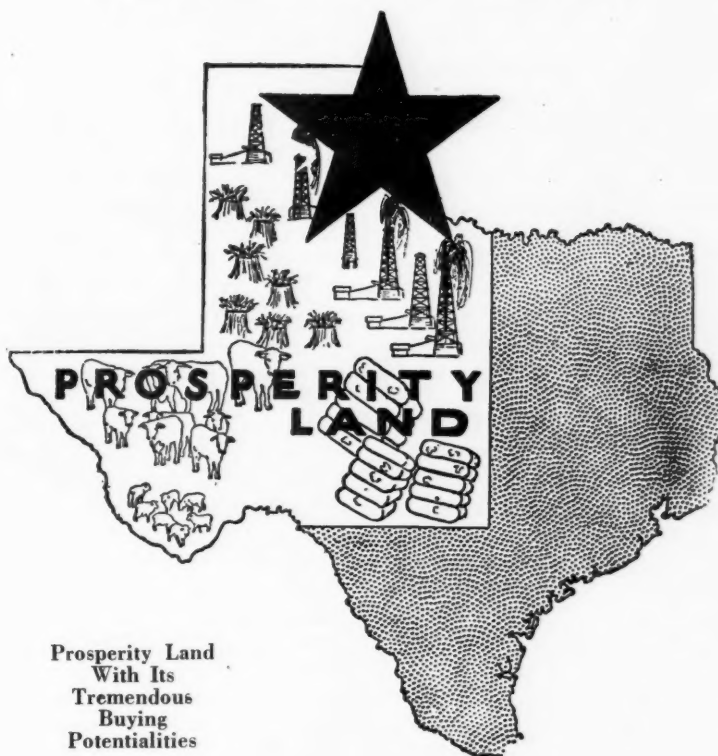
Profit Margin

Commodity prices were substantially unchanged, the Irving Fisher index standing at 100, compared with 99.9 the week before.

The mail order houses, which are rapidly taking on the character of chain store organizations, reported large gains in August. Sears, Roebuck & Company had sales of \$28,985,684, 20.9 per cent higher than in August, 1927, and Montgomery Ward, \$17,007,642, up 23 per cent.

Electric power production in the United States during July reached 7,136,487,000 kilowatt hours, an increase of 10 per cent over that of July, 1927, according to the Geological Survey.

Texas Lead in 1928 Oil Yield Safe



Prosperity Land
With Its
Tremendous
Buying
Potentialities

Building Permits— A Vital Factor in Prosperity

Fort Worth Building Permits for the first eight months of 1928 show a net gain over the same period last year of almost \$1,500,000.00. And what is true of Fort Worth is to a large extent true of all West Texas.

Prosperity Land is Indeed an Empire of Oil— Cotton—Grain and Livestock

A Market with a growing population of over 2,000,000 that is worth your serious consideration. A Market that is commercially active every month in the year. West Texas is growing faster than any other section of the United States.

BUSINESS IN TEXAS IS NOT HALTING FOR POLITICS

No Contests, Premiums or Schemes—
JUST A NEWSPAPER

FORT WORTH STAR-TELEGRAM
RECORD-TELEGRAM
DAILY SUNDAY

More Than 125,000 Daily or Sunday
Largest Circulation in Texas

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice President and Adv. Director

Charter Member Audit Bureau of Circulations

How Detroit Realtors Ended Cut-Throat Selling

(Continued from page 527)

other valuable considerations" and that was that.

Now the broker who handled the deal reports complete details of the transaction, even in cases where there is reason to avoid having the information become public. He tells who bought it, the terms, what it is to be used for, and everything else about it that would be of interest to other brokers. The verbal report is taken down by a stenographer and is published in a bulletin, along with other reports of sales, offerings and requests, which goes to every member and is kept for future reference.

Reports of Sales

Reports of sales are of paramount interest to the members, and spontaneous hand-clapping is heard every few moments as the different members make their reports.

"Offerings" are of almost equal interest and value, and it is a very common occurrence for such offerings to be taken before the reporting member leaves the room. These are private transactions, however; there is no open bidding on the floor. Members study offerings both because they may have a client who is in the market for the very property that is offered, and because if they can make the sale for the reporting broker, they share the commission with him.

"Over \$5,000,000 worth of property was sold as a direct result of such cooperation last year," Frank A. DeBoos, until recently chairman of the division, said. "Many of these sales could never have been made without considerable delay and difficulty before this organization was formed, and some could not have been made at all. I know one firm that alone made over twenty-five sales last year.

"There are often some peculiar circumstances, too. On one occasion, another broker just happened to tell me personally that a California broker had taken a four-family flat in Detroit on some deal and wanted to sell it. The broker who mentioned it to me as an interesting bit of gossip didn't even report it at the meeting. But it so happened that we had a client who was in the market for some investment property, I made a note of the offering, and a few days later the deal was closed.

"On another occasion we got exclusive sale of a property that had

been on the market for several years without finding a buyer at the price asked—\$42,500. We reported it at the weekly meeting, got an offer right there, and completed the sale within a week.

"The 'requests' are not quite so interesting or valuable, as a rule, but occasionally they are even more so and the cooperation of the members then is likely to be invaluable.

"When the site of the new Fisher Building was being assembled, for example, the broker in charge admitted that he probably wouldn't have been able to get all the property desired, and certainly wouldn't have been able to get some of it without paying exorbitant prices, had it not been for the cooperation of eight or ten other brokers. This is very valuable property, located on the boulevard, directly opposite the General Motors Building, and involved sixty-four pieces, over thirty of which were in one block. The site was assembled in record time, at fair prices, and when it was completed, the broker in charge outlined the deal in detail at a weekly meeting. He took occasion to thank the members, too, for not rushing in and grabbing options on all the property in the district when they learned of the new development. So far as known, not a single member of the division undertook to gain any unethical advantage through his knowledge of the pending development, yet over \$10,000,000 was involved.

Detroit-Windsor Deals

"In much the same way we assembled the property for the Detroit-Windsor Tunnel, involving a block and costing about \$2,000,000, and another broker assembled that for the bridge which is being built across the river from Detroit to Windsor, involving around seventy-five parcels and costing about \$2,000,000. In no one of these big undertakings was there a single hitch, whereas in the old days there would have been plenty of them. A single broker who wants to make a killing on such a deal can cause no end of trouble.

"An example of the lengths to which we now go to cooperate with one another is found in the site of the new Fox Theatre. It so happened that we were about to sell a parcel there for \$100,000 when the broker in charge called up and asked for an

option on it. We explained the circumstances, whereupon he in turn explained the circumstances—revealing the plans for the new theatre for the first time—and asked us to cooperate, if possible, as it was necessary to secure the entire block. We called off the deal—foregoing a \$5,000 commission for the time being—and gave him an option on the parcel.

"Further indication of the value of such cooperation is found in the fact that in the nearly four years' existence of the division, we have called off only one weekly meeting, and that was done at the urgent request of the Real Estate Board because of an unavoidable conflict with another meeting. The attendance is always good, too, averaging forty to fifty at each meeting. Members attend because it is profitable to attend."

Weekly Luncheons

These weekly meetings are held at a downtown hotel and luncheon is served at one dollar a plate. When the division was first formed, members from different sections of the city were seated together, the purpose being to get them acquainted with one another and dispel their mutual suspicion, but this is no longer considered necessary.

The organization has also done work in promoting a high standard of ethics and inculcating the doctrine of real estate as a profession. New members are required to sign the code of ethics and any member proved guilty of violating this code is promptly dismissed.

"We consider ourselves engaged in a profession that is the equal in every respect of any other," Mr. DeBoos said. "We are brokers and we serve the best interests of our clients just as truly, as ethically, and as unselfishly as the lawyer, doctor or other professional man. The interests of a client are superior even to our own.

"For example, we had a client who wished to invest \$100,000 in property. We reported the request and received twenty-five or thirty offerings. From these we selected five and recommended them to our client in what we considered the order of preference. In the course of the discussion, the client asked whether we had exclusive sale of all five properties, and if not, which were ours. He knew that we got a commission, of course, and that we would have to split the commission on any property offered through us by another broker. I told him I didn't like to reveal that, but he insisted and I finally told him. Three of the five properties which we recommended to this client, including that

which we placed first as being most desirable, were submitted by other brokers!

"The organization has also done a great deal of constructive work of a general character. For one thing, about fifty of the 170-odd members cooperate in publishing an advertisement every week in a Detroit paper. This advertisement is institutional, intended primarily to sell the advantages of dealing through brokers and making sure that the broker is a realtor. Names and addresses of cooperating advertisers are ranged around the copy in the center.

"Some time ago we employed legal talent, secured copies of the forms used by different members, learned what difficulties they had experienced with their forms, and drew up a set of standard forms that would eliminate all these difficulties. Included among these forms are an exclusive sales agreement, preliminary sales agreement, land contract and various types of leases.

Research Scholarship

"Our division provides a scholarship of \$500 a year for some advanced student of real estate at the University of Michigan to engage in some form of research, recommended by the professor, that will be of value to the profession.

"When a large new building is completed we are commonly invited to inspect it in a body, and are given all the information that is likely to be of interest and value to us.

"We have developed and established a code of ethics which we believe is as strict as is to be found in any profession.

"Finally, I can call any member broker on the 'phone, address him as a friend, and ask for the most intimate information and get it without hesitation on his part."

The brokers' division of the Detroit Real Estate Board was formed nearly four years ago, and has functioned actively ever since. Any member of the board who is engaged in the brokerage business and who subscribes to the pledge and code of ethics is eligible for membership. Applications are carefully scrutinized, however, and it is said to be necessary for one to be engaged in business in Detroit for about two years before he can get in.

Divisional dues are ten dollars a year in addition to the larger dues paid for membership on the real estate board. The more than 170 members include all the principal brokers in the city and numerous smaller ones in the neighborhood districts.



Let us help you

Your request for any survey will be given immediate attention

The great State of Texas, with its modern cities, fertile fields, rolling plains and its almost unlimited natural resources and rapidly increasing population, offers much to the manufacturer seeking a greater outlet for his product. To properly serve this territory, it is almost essential that contact be made from a headquarters located in the Southwest—preferably Texas.

If you are considering establishing a factory or wholesale facilities in this territory, the Southern Pacific Lines offer you a distinct service in the way of concise information relative to location and transportation advantages throughout the leading cities of the state.



Address All Inquiries to

J. C. MANGHAM

Industrial Commissioner

SOUTHERN PACIFIC LINES

HOUSTON, TEXAS



RAILROAD SALESMANSHIP: More than one moral might be drawn from the story of Charles H. Markham's sale of Illinois Central railroad service. The simplest is the best. Mr. Markham is a born salesman. He believes in giving full value for money received. He believes in good-will established by honest performance. And he believes that you can't sell what you don't tell about intelligently and with sincere confidence. Furthermore, Mr. Markham is not easily discouraged by sales resistance. But he doesn't buck it. He prefers to find out the reason for it, and then to remove it by appeals to common sense and fair play. He found the Illinois Central an object of dislike and suspicion. He converted it into a useful and trusted friend of its customers.

How Mr. Markham accomplished this is described in some detail in other pages of this number. Of one aspect of his work not dealt with in the first instalment a word may be said here because of its pertinence to an angle of the railroad situation that is beginning to attract attention. Mr. Markham is not only a great salesman of his own particular stock in trade. He is a profound believer in the need of selling the transportation industry to all the people. He knows that in this country laws and their administration depend very largely on public feeling. He seeks no favor for the railroads. His own road is strong enough to get along under any conditions that will allow operation of railroads by private enterprise. But he does not shut his eyes to the fact that there is need of thorough understanding of railroad problems in their relation to business if the transportation companies are to be allowed to perform their full duty and traffic is to continue unimpeded.

To this end Mr. Markham has devoted no small part of his promotion effort to advertised talks which, free from argument and exhortation, endeavor merely to make plain the case of the railroads. His thesis has never been selfish in the narrow sense. He has refrained from complaint of unnecessary hardships. He has not taken up the cudgels in behalf of better rates or in defense of the present rate structure. Questions of that sort he thinks can be safely left to the enlightened judgment of the people. The task he has taken upon himself, once the position of his own road was fully established, has been to tell the story of the railroads as ministers to the national welfare. Hoping that the railroads of the country would one day associate themselves in behalf of this common interest of their industry, he has meanwhile put the Illinois Central in the role of individual expounder of the reciprocal relations of good-will that must exist between the railroads and the public if their mutual interests are not to be impaired. His is not the only railroad that has seen the advisability of

preaching this gospel. Other companies in the west, notably Louisville and Nashville, have followed his example. In the East, also, individual voices like Pennsylvania's have been raised in the cause, and the Eastern Association of Railroad Executives, through its public relations bureau, has been active in sending out speakers.

It is clear, however, that sporadic attempts in so broad a field are insufficient. The *Railway Age*, no alarmist, notes a recent change for the worse in the public attitude toward the railroads, and no one familiar with prevailing trends is ignorant of the growing disposition to leave them to their fate. The *Wall Street Journal* thinks this may be due to too much generalization in railroad outgivings. It urges the companies to get the concrete work of the operating and traffic departments into the public consciousness. But these are mere details. The first essential is some sort of associated effort to establish the common interest—the right to fair dealing so that the tide of prosperity may not be dammed. The public utility companies won their fight for this by straightforward use of advertising space in which they told the people what they were doing. If they have lost ground through questionable methods of their propagandists they have only themselves to blame for departing from that essential tenet of sound salesmanship which avoids all that is surreptitious or indirect.

MERGER-RUMORS: The presidents of two companies cannot play a game of golf together or be seen at the same time at the same club, or even go through the same railroad station, without a flood of merger-rumors. If the president of one company is seen chatting with another executive it seems there is always someone nearby to start a barrage of rumors about contemplated mergers. While it is doubtless true that a number of mergers are now in process of formation, and that we will see a number of important ones before the end of the year, nevertheless we are about ready to form a society for the prevention of merger-rumors. Nothing so unsettles the personnel of a business as much as a flood of rumors about a contemplated merger. Everybody begins to wonder what will happen to them. Whispered conferences are held; men begin casting around for new jobs; political fences are strung up; wires are pulled to the breaking point; salesmen get the heebie-jeebies, and no end of damage is done. The next time somebody whispers a merger-rumor to you make a desperate effort to pin him down. Ask for details; demand his authority for the alleged facts, and otherwise run him to cover. Everybody knows it is difficult enough to handle the personnel problem when a merger is actually put through, but to add to the difficulties by creating imaginary mergers is as senseless as it is useless. It might even be as well for the heads of a number of businesses who contemplate no mergers to reassure members of their organizations, and put an end to the nervousness that seems to pervade the business world today.

Better than 99%

of this circulation is among the
REAL Buying Influences in Industry

Because of the circulation method employed only by *Mill & Factory Illustrated*, is it possible to make such a statement. This is the only circulation in the industrial field built entirely by machinery and equipment salesmen themselves who are acquainted with the key men who control the purchases. Over 800 such salesmen, calling on the country's largest industrial buyers every week or two, carefully keep the list up-to-date.

Just think what this means to you as an advertiser!

Over 17,000 Identified
Buyers read *Mill & Fac-
tory Illustrated* each
month.

Consider what it means to know that your advertising appearing in *Mill & Factory Illustrated* reaches only the men, regardless of what their titles may be, who specify the machinery and equipment purchased in the leading plants of this country.

These facts have been considered and their value recognized by many successful advertisers. That is why *Mill & Factory Illustrated* has shown a 60 per cent gain in advertising volume in the short space of eight months.

We would consider it a privilege to outline our complete story to you. Just drop a line to either office.

Send

for a sample copy, rates, and the story of our plan which industrial advertisers and advertising agencies will find both advantageous and economical.

MILL & FACTORY ILLUSTRATED

420 Lexington Avenue
New York, N. Y.

333 No. Michigan Avenue
Chicago, Ill.

Published by CONOVER-MAST CORPORATION



Fall is Harvest Time for You in Nebraska

A wave of golden grain is moving from midwest farms to the markets of the world. In payment for this bumper crop, a flood of money is surging back to farms and towns producing and handling these basic food supplies.

Small grain, corn, potatoes, sugar beets, and dairy products—all are above the five-year average.

Bank clearings in Omaha exceed by 110 million dollars those of the first six months in 1927. Building program now under way will reach 20 million dollars this year. Employment situation for skilled and unskilled labor is greatly improved.

Draw your own conclusions—and thrust in your advertising sickle where there are good crops and easy cash—this Fall.

To quickly and thoroughly cover this field, use

The OMAHA WORLD- HERALD

Nebraska's Largest and Most
Complete Newspaper

125,000 daily circulation—83%
carrier coverage in Omaha

O'MARA & ORMSBEE, Inc.

National Representatives

New York Chicago Detroit
San Francisco Los Angeles

Reduced Rates Boom Air Mailings

(Continued from page 538)

Often cuts, which have been delayed, are sent air mail and get to their destination before the regular copy arrives by train mail.

Retail stores throughout the country are using air mail and transport regularly to replenish their stock of lightweight articles. There is something irresistible in the announcement that the hats, ties and furnishings so proudly displayed in stores and exploited in newspaper advertisements have "just arrived from Fifth avenue by air express."

A New York hat manufacturer mailed 5,000 circular letters to the trade over the country, advising that a special lot of four hats would be sent them air express, in a special box for window displays. The idea took hold—he soon sold 1,000 sets of four hats each, all sent air express. Each box contained four hats and weighed one and one-quarter pounds. The average air express cost was 62½ cents per hat.

Manufacturing plants having national distribution of clothing and furnishings are using the air mail instead of telegrams in many cases to make important announcements to the trade and because the new rate permits them to send the same weight letter air mail for 5 cents as goes train mail for 2 cents, they are conducting direct-mail advertising campaigns by air mail.

Air Mail Saved \$300

A printer in Moline, Illinois, broke an essential part of the press he was running twenty-four hours a day. He telegraphed a Connecticut manufacturer for a spare part which had a value of \$3.00, and in twelve hours air mail had delivered the part and he was saved the \$300 that a shut-down would have cost.

A Michigan manufacturer made a product in his factory near where the article was principally consumed. He was accustomed to ship small requirements of this item to his branch factories. Over night he received a big rush order from a distant territory near one of his plants. He loaded the original tools for making these goods into a plane, delivered them to the distant plant within twenty-four hours and saved freight amounting to many times the flying cost and pleased the customer by prompt delivery.

Publishers are availing themselves

of the opportunity of sending newspapers, magazines and photographs by air. Motion picture reels are flown across the country and often gate receipts for a single day run into thousands of dollars.

Shippers of oil from California to the Atlantic coast save thousands of dollars in interest by forwarding bills of lading via air. . . . In March last a consignment of flowers was flown to New York so that they might arrive with the bloom of California fresh upon them. . . . Bankers are saving anywhere between \$120 and \$5,000 monthly on distant exchanges via air. . . . By an expenditure of \$54.90 for air mail postage, a Chicago bank saved \$1,700 in interest in one transaction. Kansas City banks gain \$90,000 a year interest by using air transportation.

\$24,000,000 by Air Daily

Twenty-four million dollars of capital wings its way daily into Wall street by air mail, representing the face value of checks sent from all over the country to New York correspondents for deposit, loans on call or other purposes. Air mail brings the checks to New York one to three days ahead of train mail. Last year the capital arriving in New York via air mail was estimated at seven and a quarter billion dollars, and the interest on this money for one to three days runs into a staggering sum.

The selling end of a business can save money by the use of air mail service. In these days of keen competition it behooves the alert man to use the fastest mail communication. Personal and business matters of importance can now be explained in detail to distant correspondents in a surprisingly short time. Air mail has become the new tool of American business in its constant fight against Time and Space.

Foreign Commerce Committee Appointed by U. S. Chamber

Sales executives established in various sections of the country are included in the new advisory committee of the foreign commerce department, United States Chamber of Commerce, announced this week by William Butterworth, president of the chamber. Charles W. Lonsdale, president of Simonds-Shields Lonsdale Grain Company, Kansas City, is chairman.

"Can't We Get Along With Fewer Salesmen?"

(Continued from page 523)

ance company reported an increase from 400 to 900 men since 1920.

For the past few months there has been considerable talk about the effect of mergers on sales organizations, coupled with claims that chain stores and group buying would eliminate many salesmen, but only four companies reported any trend in this direction. Two were wholesale grocers who were operating buying groups. Both these wholesalers have reduced the number of salesmen because of these buying associations. In another case there was a merger of two wholesalers, both covering the same territory. A slight reduction in salesmen resulted from this merger but it was little, if anything, more than the elimination of several men who had reached the age when it was "time to retire."


In some cases where mergers have brought about realignment of territories and the inevitable changing of men, word has gone out that sales forces were being drastically reduced, but upon investigation these reports have proved to be unfounded. There are many examples of mergers being responsible for increases in the size of sales organizations.

Whether or not this trend towards increasing the number of salesmen will continue remains to be seen, but in view of the facts gleaned from this investigation it seems safe to predict that the demand for good salesmen will continue to be greater than the supply, and that there is nothing in the present trend of marketing to indicate any appreciable reduction in the size of sales organizations.

R. C. Norberg, formerly vice-president and general manager, has been appointed president of the Willard Storage Battery Company, succeeding T. A. Willard, resigned. Mr. Willard will remain on the board of directors, continuing to work on storage battery development.

George Carroll, for the past four years New York district sales manager of the Cadillac Motor Car Company, has joined the General Motors Export Company to specialize in Cadillac-La Salle export sales.

D. S. Harder, formerly director of standards of the Durant Motor Company of New Jersey, has joined E. G. Budd Manufacturing Company with headquarters at Detroit.



RELIANCE

REPRODUCTION CO.

PHOTO-ENGRAVERS

LINE HALF-TONE
BEN-DAY
3 & 4 COLOR PROCESS

— — —
OPERATING 24 HOURS A DAY
— — —

240 WEST 40TH STREET
NEW YORK CITY

LONGACRE ----- 1770

20,273,876 LINES

Carried in 1927

F TOTAL ADVERTISING
I NATIONAL ADVERTISING
R LOCAL ADVERTISING
S CLASSIFIED
T ADVERTISING

San Antonio Express
SAN ANTONIO EVENING NEWS

WILKES-BARRE, Pennsylvania
Joins the 100,000 Class!
ITS NEWSPAPER IS THE

WILKES-BARRE
TIME'S LEADER

Published each weekday afternoon at
44-48 West Market St.,
Wilkes-Barre, Pa.

**This Newspaper Rates First in the Third
Population Center of the Second State**

Advertising published 1927 totaled 12,468,834
lines, a gain of 137,074 lines over 1926.

Circulation A. B. C. report January 1, 1928, net
paid, 27,704, a gain of 1,456 over the same report
in 1926.

STORY, BROOKS & FINLEY

Special Representatives: New York, Philadel-
phia, Chicago, Los Angeles, San Francisco

\$4,000 to \$12,000 Income Opportunity In Your Home City

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that brings big returns.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$1,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Desk "O" c/o SALES MANAGEMENT AND ADVERTISERS' WEEKLY, 420 Lexington Ave., New York City

**BIGELOW,
KENT,
WILLARD
& CO., Inc.**

Consulting Engineers

*Merchandising
Counselors*

**Park Square Building
BOSTON, MASSACHUSETTS**

Our Outline of Merchandising explains our approach to Sales and Marketing Problems. A copy will be loaned business executives on request.

Markham Never Missed a Chance to Sell

(Continued from page 526)

restored to them. This policy seemed to appeal to the entire body of employees as fair. It made a good start in selling the attitude of the road.

"A community disaster almost invariably brings the people who suffer from it closer together. The floods of 1911 gave us an opportunity to prove to the people of the flooded districts not only that the Illinois Central was as much a member of their communities as they were themselves but that we were willing and eager to go to extreme measures and great expense to give them relief. This experience, incidentally, has been repeated since, notably in the flood of 1927. These early contacts with the people of the flooded regions brought them, I am sure, into a better understanding of the attitude of the railroad and its management. I made every effort to insure this result. In many instances the work of restoration was really one of great improvement. Any community likes to see an old-type bridge of very ordinary character replaced by a new one costing much more and giving greater safety and perhaps enlarged traffic accommodation. In one such instance a local man expressed the attitude of the community in the remark: 'Now we've got a bridge that's something to brag about. The I. C. isn't so bad, after all!'

Honesty First Essential

"The first essential of good salesmanship is honesty; to make claims which are only vaguely justified by the goods or the service delivered is utter folly and waste; in every instance performance should a little more than justify the claims made for it. Otherwise the customer reaction is disappointment and prejudice. This is simply common sense and should be obvious to all—although sometimes it isn't. Service is the most sensitive and variable commodity sold because it involves the fluctuations of human attitude and human performance. It is far easier to standardize the quality of a physical, material commodity than of service. Again, the quality of railroad service is peculiarly difficult to control because its army of employees is scattered over a wide territory with relatively few workers in any one place. For example, when I became president of the Illinois Central it had about 40,000 employees and 6,000 miles of line.

"Naturally, I realized at the outset that my first step in the task of more completely selling the road to the public, of creating a greater and stronger volume of public good-will, must be that of increasing the quality of its service. The easiest part of that progressive step was improving its physical facilities for service—a mere matter of spending money! The big end of the job was that of raising the standard of the human element in service—getting better cooperation from each man in the army of 40,000.

Campaign Among Men

"The greater part of railroad work is rough work which calls for men of physical hardihood. Having been a section hand and a freight handler myself, I knew that the printed page was not the best medium for educating these men to higher service standards. Personal talk and pictures would get the message across to them instantly and do more good than tons of official circulars and documents. So I planned a campaign of word-of-mouth inspiration and instruction for employees all along the line.

"Good service in freight transportation—the main source of a railroad's revenue—means getting the freight to its destination in good condition and in the shortest time possible. In one year the railroads of this country paid \$124,000,000 in loss and damage claims. A heavy penalty for employee carelessness! But the ill-will on the part of shippers and receivers caused by these service failures is an additional penalty vast in volume. The road which reduces its loss-and-damage claims secures a double advantage, cutting its proportion of this form of loss and leakage and building a business-getting reputation among shippers in its territory for the safe and speedy delivery of freight. Naturally I determined to use every means of making the Illinois Central a road of this kind. Schools and classes in freight handling were established, and traveling instructors went up and down the line working with the men to the end of decreasing this kind of carelessness. Also a closer check on individual responsibility for loss and damage was maintained.

"This helped greatly to stiffen the campaign for better freight service. The same line of persistent and permanent educational effort was follow-

ed in the matter of reducing accidents and personal injuries—which also cost the railroads an enormous annual toll. It was my aim to have the Illinois Central earn the reputation of being the safest road in its territory on which to ride."

Teaching Freight Handling

Selling a new ideal and practice standard of service to thousands of scattered employes is not a matter of a day or a year. Immediate and gratifying progress was made, but to hold every foot of advance achieved required that this educational campaign be made permanent. One evening, in Philadelphia, when Mr. Markham was serving as regional director of railroads for the Allegheny district, he attended an illustrated travel lecture, accompanied by one of his assistants. Instantly it occurred to Mr. Markham that a group of freight handlers and trainmen would catch the difference between the right and the wrong way of freight handling far more quickly and clearly from watching a moving picture on the screen than by listening to wordy explanations.

On going back to his post as president of the Illinois Central, when the railroads were returned to private ownership and operation, Mr. Markham made the man who had been with him superintendent of stations and transfers. This man was told by Mr. Markham to work out, in actual practice, the idea of teaching employes, by means of moving pictures and oral comments, how to give good freight service and cut down loss-and-damage claims and how to prevent accidents and reduce the big total paid in settlement for personal injuries. The new superintendent selected as his assistant in this educational enterprise a man who had been highly successful in conducting schools for station agents and trainmen and furnished him with a skillful photographer.

"The greatest difficulty was in securing unposed exposures showing the wrong way of handling various kinds of freight," says Mr. Markham. "This required great patience, much 'expert sneaking' and about ten months of travel covering the entire system. Every important type of damage to freight is dramatized in these films so vividly that no spectator can fail to catch the difference between the right and the wrong way. On one occasion when these films were being shown to an audience of freight-handlers, one of them exclaimed:

"Now I see what you mean; couldn't get what Bill was driving at when he just talked."

This remark tells the story of how

effectively the motion pictures helped to sell carefulness in freight handling to men all along the line. One of the most interesting and useful film reels shows the destructive result of switching impacts in making up trains. A clever little clockwork mechanism which runs continuously for ten days and makes a graphic record of each impact and the time of its occurrence is another very effective disciplinarian because it fixes responsibility on the particular train crew in charge of the car at the time when the careless handling occurred.

About selling the public along the right-of-way, Mr. Markham says:

"My experience as a station agent and a district passenger and freight agent taught me that the business of local shippers can be secured by the railroad agent in a competing territory if he makes the right sort of appeal for it. After a shipper—say a local merchant—has been told all that there is to say about the service the road can offer him, there is still something to be said. Our men are carefully instructed to make this appeal in addition to all others.

Personal Appeal

"My bread and butter comes from the Illinois Central, yours from the trade of the people of this community to which I belong. Wouldn't it be the fair and neighborly thing for you to give me some of your business in recognition of my trade with you?" One merchant replied to this appeal:

"Sure it would. I never knew of another railroad whose men hustled for business the way your road does—there must be something different about it." This appeal is not alone put up to merchants by our agents and solicitors but by about all our men in each town."

All along the line—but mainly at division headquarters and important junction points — employes have formed Illinois Central clubs for the purpose of expressing in their local activities the Illinois Central idea of good citizenship. Leaders in these organizations have caught the Illinois Central spirit and promote it among their fellows. The attitude of these men has come to be this:

"We represent the Illinois Central in the citizenship of this town. It's up to us to show everybody here that the Illinois Central is a good citizen and a live one, too. We're for this community every minute, and so is the road. Anything that's for the interest of the town is of interest to us, and we'll get out and work for it."

While it is true that the higher of-

(Continued on page 559)

Northern Illinois Group



**Joliet Herald-News
Aurora Beacon-News
Elgin Courier-News**



**Welcome
to New York and the
Alamar**

BROADWAY & 71st ST.

Telephone, Emdicott 5000

A Masterpiece of Modern Hotel Creation, Offering Every Convenience. Six hundred spacious rooms each with Bath, Shower and Servidor. For exceptional dining The Blue Room and Bonbonniere.

**TARIFF MODERATE
UNDER KNOTT MANAGEMENT**

Wire at OUR expense for Reservations!

Tell Your Story to These 133,000 Leaders!

¶ In nearly 3,000 busy communities there are Rotary Clubs whose membership rosters represent executive heads and leaders—133,000 of them. These leaders cover every line of legitimate and ethical human endeavor.

¶ Try to visualize a market place of 133,000 men representing earning capacity of over \$1,000,000,000 annually—men who are constantly in the market for every requirement of business, domestic and social life! This means office, store, factory, home, travel and recreational pursuits.

¶ The influence of these men on the civic, social and business life of their communities is something to conjure with.

¶ You can tell them and their families the story of your products through the advertising pages of their magazine—**THE ROTARIAN**—*The Magazine of Service*—and be assured of their respectful attention and interest.

THE ROTARIAN

The Magazine of Service
Chicago Evening Post Bldg.,
Wacker Drive, Chicago
7 W. 16th St., New York
Pickering Building, Cincinnati

**83,422 People in
Harrisburg, Pa.—
225,000 in the
Retail Trading
Area—that's
some market!
45,000 circulation
at 11c a line is an
adequate, economical
newspaper coverage**

HARRISBURG TELEGRAPH

*Central Pennsylvania's
Greatest Daily*

STORY, BROOKS & FINLEY
New York • Chicago
Philadelphia

Drug Company Holds Convention Via Long Distance Phone

(Continued from page 540)

mailed, via air express, portfolios and other advertising matter that told all about the special drive to be launched. Then in his talk during the session Sunday morning, he had before him a copy of the portfolio, and each salesman had a copy.

Uses Portfolio

"Now turn to page three," Mr. Lewis said, for example, "and there you see what sort of window helps the company plans to give your dealers."

"Turn to page five," he continued, "and you will see the special deal on tooth brushes." Thus he talked to the men intimately about each phase of the special drive and deal, even though he was a thousand miles away. After the San Antonio Drug Company's sales manager had finished explaining the special drive in detail he asked for an opinion of the plan from each man. The salesmen then each went to a telephone and told Mr. Lewis just what they thought of the drive and what they believed they could do.

Lewis thanked the men for their views, then asked if there were any questions any of them cared to ask regarding the drive. Several questions went to him, and he answered as clearly and concisely as if he had been standing in front of the men in San Antonio.

"Now," he said, "I want to know how much of this stuff you fellows can sell during the next two weeks." Each man mentally ran over his territory and each wrote down a figure to represent his pledged business. Mr. Ochse tallied the amounts and telephoned back to Mr. Lewis that the men promised to underwrite \$21,000 worth of business on the Western Company's products featured in the special deal.

In one hour and eight minutes the convention was over. The men had the story of the drive direct from the factory. They were imbued with the same enthusiasm that the sales manager experienced who sat in on the manufacturer's convention and got the details of the deal.

On Monday morning the salesmen were out on the road presenting the special deal to their customers, while the sales manager still was in Chicago preparing to return home.

"It would have taken us ten days to

have gotten the drive going if we had managed it in the usual way," says Mr. Ochse. "We would have waited for our representative to return. Then we would have waited until the week-end so that we could have called together our sales force. Then we would have gone into the details of the deal, more than a week after his first flush of enthusiasm had come and gone. He would have presented the plan second-hand, you might say, and naturally the men would not have experienced the same enthusiasm that they got with the story coming direct from executives of the manufacturing concern and from our sales manager who still was at the height of his enthusiasm and had all the details fresh on his mind."

"As it is, we will have practically covered our territory before we would have ordinarily gotten started, had we waited to go ahead in the routine way. You can imagine the advantage that gives us in the border territory where we have strong competition from other cities in the sale of this firm's lines. With our men informed of the drive and enthused over it, they are out in the field and will have seen all their customers before competitive salesmen will have heard of the deal; and certainly long before they are actually in the field pushing it."

How It Was Done

The San Antonio Drug Company merely placed a long distance call and secured a connection with Mr. Lewis in the usual way. They held the line then as in the case of an ordinary long distance conversation until the convention was over. Amplification was possible through hooking an ordinary radio set to the drug company's private switchboard, and thus relaying the sound through the radio set and into the loudspeaker, the tubes of the radio amplifying the sound considerably. The voice was clear in practically every part of the large first floor of the building.

A stenographer sat in on the meeting and made a complete stenographic report of all that was said. She made copies of the proceedings and these went to salesmen to verify the convention details and to keep fresh in the minds of the men the high points of the talks.

"I believe that our long distance convention is a hint as to what may be done in the future in the economical holding of national sales conventions," Mr. Ochse points out. "This is an age of speed and service. The concern which gets the edge of even a few hours on its competitors is ahead. Instead of manufacturers or jobbers calling their sales force to headquarters every month or two to go over plans for the coming season or to explain certain details of some specific drive, it would be a simple matter to have each salesman on the telephone at a specified time and have the sales manager talk to them all at once. They could ask whatever questions they wished to ask and these could be answered for the benefit of all."

Willard Conducts Sales Training Course

(Continued from page 542)

customer's confidence; helping the customer to buy; selling the hard customer; reaching out for more customers, and widening the Willard field.

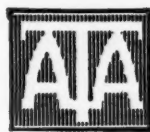
A solution sheet accompanies each unit. To win a certificate of award the student must have received a passing grade on each of the solution sheets. Each unit covers a number of typical "cases" which the service man confronts in his day's work.

For the best results it is intended that the course be studied by all the men at a service station under the direction of the manager or owner. For this purpose the company has prepared manuals to accompany each unit and to be used by the "teacher" in guiding discussion along constructive and stimulating lines. In addition to the answers submitted by the individual students to the Business Training Corporation in New York, the leaders of "Willard Discussion Groups" also file reports to the corporation after each meeting on the questions discussed; the interest and promptness of the individual participants, and whatever complaints or criticism of the course were made.

The Willard company charges the dealers for the course used by their service men.

In the past six months every man in the Willard organization has taken the course.

"It is, of course, too early yet to judge the extent of its effectiveness," Mr. Gardner explained. "There has been, however, sufficient evidence of livelier interest, more effective selling effort and increased business to assure us of the wisdom of this program."



What Therefore Is Big Space?

UNCLE JIM is 6 feet 2 inches in his Holeproofs, and weighs 225 pounds with straw hat and belt.

His voice is big and sonorous. He has a way when talking, of pounding the table, if one is near. If not, he chiropractors your lame shoulder.

If what he says doesn't particularly impress you, his laying on of hands, he figures will.

He is a "good-looker" and a "loud-sayer" and has all the earmarks of being a double page spread in colors. But when you come to add him up, he is just a space eater.

His wife, Aunt Sylvia, in contrast is but 5 feet tall, weighs only 95 pounds, and has a sweet clear, convincing voice, that makes you think of a vesper bell. She never raises it, but you always seem to hear what she says. She never clears her throat when she comes in a room, but you always feel and welcome her presence.

With advertisements as with folks, it has always seemed to us that it is quality that counts.

The Message is the thing.

That's why we believe copy is paramount.

The size of the Ad. should be dictated by the size of the message, and not by the size of the appropriation.

If you agree, you will doubtless find we have other things in common.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President

1133 BROADWAY

NEW YORK

YONKERS

(NEW YORK)

HERALD

(EVENING)

Serves a rich home district. Enjoys the largest circulation between New York and Albany.

Population110,000

Circulation 14,625 (ABC)

—Representatives—

GEORGE B. DAVID CO., Inc.
110 E. 42nd St. New York, N. Y.
1900 Wrigley Bldg. - Chicago, Ill.

"A Gigantic Workshop With Sky for a Roof"

THE BEAUMONT TRADE TERRITORY

Monthly Industrial Payrolls

\$7,000,000.00

Covered Only by

BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL

Ask Beckwith—He Knows

Advertisers Want Buyers —not readers

A copy of the Boston Transcript shows the class for whom it is edited. The class who know the best—and insist on getting it.

The Boston Transcript is printed on especially high-grade stock—the only Boston daily selling at 3c.

The typography is clean, clear, dignified. The page make-up—the wide columns—invite the eye. The quality of the editorial content has a reputation unsurpassed in America.

Growing recognition of *quality* in circulation as against mere numbers, is one of the reasons that the Transcript has shown such remarkable *gains in advertising lineage*—while all other Boston papers have losses.

Boston Evening Transcript

Highest ratio of BUYERS to readers

National Advertising
Representative

CHARLES H. EDDY CO.
Boston New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

Campaigns to Be Launched in Industrial Markets

(Continued from page 532)

in the machine shop was a tool of production, so was the brief case a tool to the salesman. It carried the material he used constantly when taking orders. If rightly designed it might be expected to promote ease and quickness in getting at material, and keep such material always in good condition. In short, a Bronson industrial brief case became a part of the man who carried it.

Realizing that many of the men in industry who would read this message were not in direct contact with the sales force, the copy urged that the attention of the sales manager be called to the announcement.

Also Has Direct Appeal

On the other hand, much direct force could be credited to such advertising. Many dealers would be executives under whom salesmen worked. Sales managers, themselves, turning the pages of industrial papers to keep abreast of the times, would be confronted by the appeal. And the better class of salesmen, particularly in engineering and the more technical lines, followed such papers carefully.

Again, the offer of the club prices was made and the opportunity to secure a sample brief case repeated, upon receipt of data establishing the position of the individual. As in the case of the sales manager, the Bronson agent in the territory secured the sample unit from the factory and presented it.

Naturally, however, the company did not allow its dealers to remain idle, awaiting such inquiries. Salesmen representatives of the Bronson company canvassed each territory and sold the industrial idea. Dealers were urged not to remain behind their counters waiting for retail orders, but to call on industrial concerns and bring in bulk business.

The new industrial drive got under way in full swing and Dick Bronson let no grass grow under his feet once he started. Concentration of space in leading industrial papers in various fields was the policy rather than any program of wasteful scatteration. Horizontal papers were employed to carry the message through industry in general and vertical papers were carefully selected to pin the message to specific industries that promised major business.

It was the industrial idea that gave the company the clue of opening up Bronson luggage booths in hotel lobbies where salesmen congregate, and in time thousands of industrial salesmen who registered for "a room and bath" passed a striking display of Bronson baggage with a special section of the showcase and counter devoted to Bronson industrial luggage.

It is a long cry from harness making to this modern way of expanding a business, but times have changed. The age of the specialist has entered and the grandsons of the "oldtimers" who once guided a spirited team with Bronson reins, now guide their powerful roadsters over winding ribbons of concrete highway. These grandsons, however, thousands of them in the marts of industry, still turn money into the Bronson coffers. True, they do not buy harness, but they do buy Bronson industrial luggage.

Caterpillar Tractor to Acquire Russell

The Caterpillar Tractor Company, of California, will soon acquire the Russell Grader Manufacturing Company, Minneapolis. Announcement of the merger was made at San Francisco last week by Pierce Fair & Company, financial house. The price paid has not been made public. Headquarters of the Russell Grader Manufacturing Company are located at Minneapolis, with branches at Memphis, Dallas and Winnipeg. It has forty-eight sales offices in the United States and ten in Canada.

Lieutenant Commander Bruce G. Leighton, chief of the plans division of the Bureau of Aeronautics, U. S. Navy, will resign October 1, it is understood, to join the force of the Wright Aeronautical Corporation. He will have complete charge of sales, and will assist in other ways in the affairs of the company.

Threemor Corporation, New York City, has placed the advertising of Threemor Milk Chocolate Drink with Joseph Richards Company there. Threemor is a bottled beverage which already has distribution in 50 cities. Newspapers and outdoor advertising will be used.

Markham Never Missed a Chance to Sell

(Continued from page 555)

ficers of the road are deeply interested in these clubs and consistently do everything possible to encourage them, these organizations have been, to a most gratifying extent, spontaneous crystallizations of employe good-will and are powerful agencies in selling good-will toward the road to the public which it serves.

Using Natural Leaders

"There are natural leaders," says Mr. Markham, "in every center and group of employes—men of outstanding common sense and vision. We have sold the road to them thoroughly, and they have on their own steam, so to speak, sold their less alert and progressive associates on the idea that every employe of the road, from track-hand up, is a representative of the road's service in each local community. This has worked something like a miracle in changing public attitude toward the company and building up a big asset of community good-will all along the line.

"Of course this has placed heavy demands on the management in backing these men to the limit and proving their claims for the attitude of the road to be true. The company has had to demonstrate that it is as fair, as liberal and as progressive as its men have claimed it to be. Often it has cost a lot of money to do this—but the investment has been a good one. The big objective has been that of securing the confidence and the active friendship of the people in every community served by the Illinois Central. Not an easy thing to do under the most favorable circumstances, because many people believe that railroads are naturally, fundamentally, greedy and ruthless. It would be idle to claim that this feeling has been utterly without foundation; modern railroad management has had to live down some sad mistakes of this kind inherited from a former era of management having a very different viewpoint. That was the Stone Age of railway operation, and this is the Age of Competition, of Salesmanship."

(The conclusion to this article will appear in the next issue.)

Charles W. Whittemore has resigned as editor of *Current Affairs*, official publication of the Boston Chamber of Commerce, to become advertising director for Farrand Rapid Rules, a new type of a coiled rule being made at Berlin, New Hampshire.

"Fine Printing Results"

June 7, 1928.

Paterson Press-Guardian,
Paterson, N. J.

Gentlemen:

The Breyer Ice Cream advertising appearing this week completes the spring campaign for 1928. We want to take this opportunity to express our appreciation for what you have done to make it such a success.

Our entire organization concentrated on making the Breyer advertising as outstanding in the ice cream field as our Wheatena campaign is in the cereal field. No expense was spared in creating it or preparing it for your publication.

What we appreciate so much was the fine printing results you gave us. It makes it possible for us to prepare the fall campaign with even more confidence.

With kindest regards, we are

Very truly yours,

MCKEE & ALBRIGHT
(Signed) C. M. Rohrabough

The Paterson Press-Guardian

(Member 100,000 Group American Cities)

W. B. BRYANT, Publisher

Nat. Reps. G. Logan Payne Co. New York Chicago Boston

Six Months Record

For the first six months of 1928 *The Herald* shows a gain over the second paper of 761,743 lines, and

1,404,265 lines over the second newspaper.

Rather convincing figures indicating the clear cut advertising supremacy of *The Herald* in the Central New York territory.

This condition is nothing new, however, as *The Herald* has been the supreme leader in Syracuse for over twenty years.

THE SYRACUSE HERALD

JOHN C. BLACKMORE, Advertising Manager

O'MARA & ORMSBEE, Inc.

National Representatives

280 Madison Avenue
New York City

Peoples Gas Bldg.
Chicago, Illinois

General Motors Bldg.
Detroit, Michigan

Monadnock Bldg.
San Francisco, Calif.

Account Changes

THE STANLEY WORKS, New Britain, Connecticut, wrought hardware and carpenter tools, to Larchar-Horton Company, Providence, Rhode Island.

THE KRESS & OWEN COMPANY, New York City, Glyco-Thymoline, to Frank Presbrey Company of that city.

KARAS ELECTRIC COMPANY, Chicago, electrical supplies and short wave and broadcast radio equipment, to Hurja, Chase & Hooker, Inc., of that city. Radio publications.

THE STANDARD RICE COMPANY, INC., New York City, to Churchill-Hall, Inc., of that city. A campaign will soon start in newspapers on White House Natural Brown Rice Flakes.

REVELATION SUITCASE COMPANY, New York City, manufacturers of the expanding suitcase, to Frank Presbrey Company, of that city.

RUSSEKS FIFTH AVE., INC., New York City, women's wearing apparel, to Jules P. Storm & Sons, Inc., there.

NESTLE-LEMUR COMPANY, New York City, permanent waving, to Jules P. Storm & Sons, Inc., there.

NATIONAL BLANK BOOK COMPANY, Holyoke, Massachusetts, to G. Lynn Sumner Company, Inc., New York City.

ORAL PRODUCTS COMPANY, Seattle, to Botsford-Constantine Company. Pacific Coast campaign on Kemek, new pyorrhea remedy.

FITITE COLONIAL SHAKE COMPANY, Seattle, to Botsford-Constantine Company.

Practically all the New York newspapers and those within a radius of one hundred miles will be used to advertise the annual radio show at the Radio World's Fair, to be held at Madison Square Garden, September 17-22. Frank Kiernan & Co., New York agency, is in charge.

SAVE MONEY on Your Printing

Get my prices on any size job and any number of colors. My low overhead saves you money. Quick service and work guaranteed. My advertising experience of 15 years is also at your service. Booklets, catalogs, folders, letters, etc., written. Ideas submitted without cost. Answer this advertisement and I will send you FREE a very useful novelty.

R. G. VAN—DeLand, Florida
Printing-Advertising
You can "D-PEND" on me.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidently for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seven-year years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown building, Buffalo, N. Y.

MAIL ORDER

SALES EXECUTIVE—Old established manufacturer wants a competent specialty mail order Sales Manager. Have sold over a million units already to American farmers. He should know specialty merchandising, follow-up system, direct mail advertising and sales correspondence. Good earnings and a permanent connection for a man who can take charge of a complete mail order operation. Box 500, Sales Management, Graybar Building, New York.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

SALES DISTRIBUTOR

We have developed an entirely new and improved principle in fire extinguishers, which requires the extending of our distribution plan. For years we have been the largest manufacturer in the world of hand portable fire extinguishers. With the additions of our line, we are able to offer a salesman or organization a permanent connection, with ever-increasing sales possibilities. Only a limited number of distributors are required at this time. Write for complete details, stating age, experience, and other qualifications. Fyr-Fyter Company, 1741 Fyr-Fyter Building, Dayton, Ohio.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.